



EVALUATING THE MEASURES OF IMPROVING BUSINESS GROWTH IN SUB-  
SAHARAN AFRICA: THE CASE OF CAMEROON

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By Nyuonguo Kenneth Nsom

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## Approval of the Thesis

### EVALUATING THE MEASURES OF IMPROVING BUSINESS GROWTH IN SUB-SAHARAN AFRICA: THE CASE OF CAMEROON

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Doctor of Business Administration (DBA)

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## Abstract

## EVALUATING THE MEASURES OF IMPROVING BUSINESS GROWTH IN SUB-SAHARAN AFRICA: THE CASE OF CAMEROON

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The rate of business closure in Sub-Saharan Africa has been on the rise. Sufficient underlining reasons behind the closures of businesses have not been adequately established to improve organizational success. This research investigates the risk factors and concurring issues affecting business survival in Sub-Saharan Africa, case study, Cameroon with attention to the Northwest Region of Cameroon. The objectives were to (a) determine the factors influencing sustainable business growth in general; (b) determine the strategies adopted by business owners in the region that enable their businesses to survive; (c) assess the challenges leadership faces in running its businesses; (d) assess the causes of continuous business closures in Sub-Saharan Africa. The sample size was 213 determined using the fisher's formula from a total population of 10,000 business operators. Using a quantitative case study snapshot investigation with the aid of the questionnaire, the results indicated several factors for business improvement, top of which are (a) Leadership knowledge on business; (b) skills transfer; (c) customer care; and the academic level of business personnel indicated at 10% significance that led to business growth. Strategies adopted for business survival indicate were (a) introduction of new and unique products/ services, especially for education and health businesses (69.5%); (b) reduction of prices of goods to sell more products. High-interest rates on loans and difficulty in managing personnel (68.1%) were the most significant challenges business operators face. (a) Government Policies (62%). (b) Lack of

financial resources; (c) Limited material resources; (d) late adoption of new innovative technology were the main factors that impede business growth in Sub-Saharan Africa. The study's significance is that the application of the experimental factors would lead to sustainable business success in Sub-Saharan Africa.

Key words; (a) Business growth; (b) sustainability; (c) challenges; (d) leadership.

### Declaration

I declare that this Doctoral thesis entitled; Measures of Improving Business Growth in Sub-Saharan Africa; the Case of Cameroon, has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.

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## Dedication

To my wife; Mrs. Laura Nsang, and my daughter; Nsom Larissa Mbonghe

## Acknowledgments

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## List of Abbreviations/ Acronyms

APA:	American Practicing Association
BMI:	Body Mass Index
CBCHS:	Cameroon Baptist Convention Health Services
CDC:	Cameroon Development Cooperation
HIV:	Human Immune Virus
IT:	Information Technology
NAs:	Nursing Assistants
NW:	Northwest
NWR:	Northwest Region
SMEs:	Small and Medium size Enterprise
SPSS:	Statistics Package for Social Science
Swissair:	National Airline of Switzerland
TB:	Tuberculosis
UREC:	University Research Ethical Committee
UNICEF:	United Nations International Children's Emergency Fund
WaMu:	Washington Mutual
WHO:	World Health Organization



## CHAPTER ONE

### INTRODUCTION

#### **Background of the Study**

Research on businesses confirms that all Small and Medium-size trades go through different stages of growth known as the development cycles, some of which have grown into large organizations (Scouts, 2017). The findings of Kurt (2017), as indicated in Forbes Best Countries for Business 2016, opined that fifty-three percent of these businesses are in Japan; nineteen percent in Germany; three percent in Italy; three percent in France; two percent in the Netherlands; one percent in China; one percent in the Czech Republic; United States has one percent; and five percent in the other parts of the globe. The findings of Berwick (2016) highlighted those businesses, particularly health businesses, can only succeed as far as the challenging issues could be handled and considering the people's ages, which goes same in aging adults with difficult wellbeing issues. Mirna (2018) opined that the health business in the twenty-first century is challenged by various demands, including (a) increasing healthcare expenses; (b) shortage of staff, amongst other factors. Africa countries form part of the five percent of the countries with these business enterprises.

Kajuju's (2016) report in Africa Countries for doing business indicates that Nigeria has the oldest business organizations that have survived business challenges for over ninety years of operation. Dantata organization in Lagos started around 1910, and the organization is still operational today. According to Pam (2011), Pet.com business organization, Swissair (the national airline of Switzerland), and Washington Mutual, also known as WaMu, are large organizations that collapsed due to overexpansion, financial challenges, and mismanagement issues. Chong (2017) added that the high social cost associated with growth could lead to business failure. Rachel

(2012) indicted that sustainable business growth in organizations depends on sound leadership. According to Juan (2015), the growth process of an enterprise involves many challenges until the enterprise grows to maturity or declines. Well-managed businesses will continue to grow even in the face of challenges (Dewhurst, Harris & Heywood, 2012). Further, Dewhurst et al. (2012) opined that the history of the enterprise, the location where, and the characteristics of the entrepreneur are the factors influencing sustainable business growth.

Adeloye et al. (2017) findings on the weight of crisis on trade's healthiness and governance in Nigeria indicated that (a) the wellness system of Nigerian is weak, and the government owed workers several months' salaries due to poor business administration to internal fighting and prevented optimal healthcare delivery. Also, there is a lack of a strategy by those in authority to convince healthcare workers that there is a remedy for the internal battles to promote business.

Cameroon is a Sub-Sahara African country with many businesses, especially in the Northwest (NW) Region. The NW Region of Cameroon is made up of seven divisions and has a total landmass surface area of 17,300 square kilometers, with a total population of about 1,968,578 (National Institute of Statistics Cameroon, 2017). The region is rich in agriculture and business ventures including, touristic sites that attract investors for business (Sevidzem, 2018). This study examines the factors impeding sustainable business growth, leadership challenges, causes of business failure in the Northwest Region of Cameroon, and sustainable business growth strategies that some organizations have adopted to keep their business sustainable.

Although Cameroon got its independence in 1960 and has abundant mineral resources, it remains one of Africa's underdeveloped countries (World Bank Group, 2019). Poor leaders' leadership styles and inadequate policies and practices on businesses leading to poor customer relationships have failed to deliver accurate results for business success (James, 2010). Thirty-six

percent of businesses closed between 2009 and 2016 in Cameroon due to economic hardship instead when the businesses needed to be economically sustainable (Sylvian, 2019), leaving their employees to suffer (Tambi, 2015). The continuous closure of these businesses is a problem and an economic hazard to the community following the social corporate responsibility businesses are supposed to deliver to the community where the businesses operate. Besides, the government regulatory body is not conducive to business growth in Cameroon (Yerima, 2015; World Bank Group, 2019).

Some examples of businesses that have suffered closure in Cameroon are the Cameroon Development Cooperation (CDC). The CDC is the second-largest employer after the state, and the activities have been closed by approximately sixty percent (Moki, 2018). Limbe Sea-port, Ndu Tea Estate (Brice, 2019), and Cameroon Cooperatives under the Cameroon Marketing Board closed some years ago, and very few activities are taking place in the coffee and cocoa sectors (Albert, Timothy, & Henri, 2015). Office SA business center located in Bamenda town closed in 2017 due to business economic hardship. Some big business names in Belo, like Samuel Ndi, and Johnson Munang business centers, also closed in 2017 due to economic hardship (Moki 2018; & Aminde, 2018).

As former French and British colonies partitioned into ten regions, eight of which are French-speaking and two English speaking, Cameroon, with abundant natural resources, needs to be steadily growing in its business ventures. However, most of the businesses are not sustainable (World Bank Group, 2019). The policies under the rule of the two presidents that have ruled the country since independence have also contributed to such malice, especially within the last four years where the country is suffering acute political, social, and economic challenges (James, 2010; Aminde, 2018). Even organizations still in existence, like the Cameroon Baptist Convention

Health Services (CBCHS), are not entirely free from the business challenges. Some of its businesses have also been hard-hit by the sociopolitical and economic crises (CBCHS Annual Report, 2018; & Aminde, 2018).

The common problem in Cameroon is that many businesses begin, but the majority fail to survive in the long run (Tambi, 2015). Poor leadership style and inadequate policies by decision-makers are on the rise, leading to poor customer relationships by the personnel serving in these business settings (Joseph, 2015). Even some of the businesses known for outstanding performance are also struggling to survive (Brice, 2019). An investigation into the factors impeding business growth in Cameroon in Sub-Sahara Africa and the co-concurring issues affecting sustainable business growth in the region is imperative so that the results may, in turn, contribute to sustainable business growth in Sub-Sahara Africa.

### **Research Aim**

The aim of the research is to establish measures that if implemented, would solve business problems in Sub-Saharan Africa. Solving business would equally improve the quality of service deliver. Additionally, there would be an improvement on the living conditions of business personnel in the region.

### **Statement of the Problem**

Seventy to ninety percent of global business closures arise from economic challenges and a lack of technological innovations (Lewis & Monarch, 2016; Julija, 2017). The closure of these businesses due to lack of innovation has led to a global decline in international trade in 2015, with a significant impact in Sub-Saharan Africa (Lewis & Monarch, 2016). Cameroon's business sector in Sub-Sahara Africa has suffered economic challenges on its businesses since 2016, which has either slowed or impede business activities by approximately sixty percent in the country

(Economic News Release, 2018; Moki, 2018) despite the existing government regulation on business activities (Kinge, 2016). Decision-makers in companies have insufficient knowledge of business management, proven by their poor leadership style, which has led to poor customer relationships by personnel in business settings (Jose-Maria, 2018; Sylvian, 2019). Besides, low product quality and untrained employees contribute to unsatisfactory customer experiences and, ultimately, closure of businesses (Maih, 2018; Sevidzem, 2018).

In Sub-Saharan region, Cameroon is one of the most affected countries that has suffered economic challenges on its business and is now the Northwest Region of the country is hard-hit by the ongoing sociopolitical and economic crises the country has been facing since 2016, leading to more business demise (Aminde, 2018; Sylvian, 2019). Using Cameroon in Sub-Sahara Africa as a case study, with attention on the Northwest Region, this research investigates the risk factors and co-occurring issues affecting business growth in the region (Aslam, Emine, Eugenio, Marcos, & Petia, 2017). The general business problem was that failure to adapt to ever-changing societal expectations and integration of technological innovations at a precise moment will lead to business demise. The specific business problem was that insufficient leadership knowledge on business growth factors could lead to declining quality care and customer retention and limit sustainable business growth.

The problem justification is that sixty percent of business have either slowed down their activities or closed in Cameroon. The rate of closure has been aggravated with the last six years resulting from the ongoing sociopolitical crisis the country is experiencing. In below sub-division

### **Research Questions/ Hypothesis**

The quantitative study provides an excellent opportunity to explore business growth factors within the sampling population chosen. The single-case study provides insight into the concurrent

issues affecting business growth in Cameroon and Sub-Sahara Africa. The researcher focused attention on (1) factors of sustainable business growth; (2) leadership challenges; (3) causes of business failure; (4) strategies adopted for sustainable business growth. The questions that enabled unbiased data collection and management were designed in a well-structured questionnaire with validated questions to explore issues disturbing the existence of minor and medium-size enterprises.

Designed questionnaire addresses issues related to the characteristics of business operators, access to financial availability, innovation on business, leadership, government policies, and non-financial factors (Eveliina & Labinot, 2011; Nyangala, 2017). The selected questionnaire is strongly related to current business operations and management (Daneil, 2017; Vaughn, 2017). The questions have strong corroboration with the dependent variables in the current study that facilitated a more successful outcome. The predominant investigation question was what strategies could promote sustainable business growth in Cameroon particular the Northwest Region in Sub-Saharan Africa? The necessary listed questions asked were to achieve the study objectives:

- i. What are the factors that influence sustainable business growth in general?
- ii. What strategies adopted by business owners and their leadership in the Northwest Region enable them to survive their businesses?
- iii. What are the challenges leadership faces in running their businesses in this region?
- iv. What are the causes of business closures in the Northwest Region of Cameroon in Sub-Saharan Africa?

To attempt answers to the research questions, the researcher formulated the following research hypothesis. The researcher states the hypotheses following the null direction.

- i. Financial resources are the most significant factors that influence the growth and survival of businesses in Sub-Saharan Africa?
- ii. Business operators have no designed strategies for their enterprises in the Northwest Region that enable them to survive their businesses?
- iii. Limited financial resources are the underpinning challenge faced by leadership in running their businesses in Sub-Saharan region?
- iii. Government policies are the most responsible cause of business closures in the Northwest Region of Cameroon in Sub-Saharan Africa?

### **Research Objectives**

The objectives to accomplish the problem and purpose statements were to:

- i. Identify the factors influencing sustainable business growth in general based on its effects.
- ii. Assess the strategies adopted by business owners and business managers in the Northwest Region that enable their businesses to survive.
- iii. Assess the challenges leadership faces in running its businesses.
- iv. Evaluate the causes of continuous business closures in the Northwest Region of Cameroon.

### **Purpose of the Study**

The research target was to investigate the risk factors and concurring issues affecting business growth in Sub-Saharan Africa, with Cameroon as case study especially in Northwest Region of Cameroon and establish measures for business improvement. The single case study targeted a sample size of 213 business owners and leaders working in Cameroon's Northwest Region. The sample size holds to the recommendation that reasonable sample size for quantitative studies varies depending on the study population (Delice, 2010; Mike, 2017). The quantitative

approach was suitable for the investigation due to availability of the independent variables that needed only confirmation on its ability to improve the dependent variable; business growth, leadership challenges, strategies, and causes of business demise (Acaps, 2012). I pretest a well-structured questionnaire on 20 business leaders in Nkwen before respondents filled it.

The implication for progressive adjustment is that the results might lead to an increase in the knowledge of decision-makers on business and the integration of technological innovations. The increased knowledge will further lead to sustainable business growth, excellent customer relationships, and increase employment opportunities in the Northwest Region, Cameroon, and Sub-Sahara Africa. The integration of technological innovations, sustainable businesses, and employment opportunities may improve the living conditions of business operators and their employees in the Northwest Region, Cameroon, and the entire Sub-Sahara Africa (Tambi, 2015).

### **Significance of the Study**

A quantitative case study requires a closed-ended questionnaire that assists in collecting information for numerical analyses and presentation of statistical results (Eric, 2017; Renee, 2017). Three research approaches exist: quantitative, qualitative, and mixed research methods or triangulation (Venkatesh, Brown, & Bala, 2013). The quantitative research method collects information for numerical analyses and presents the results using statistics, tables, and graphs (Eric, 2017; Aida & Mani, 2019). On the other hand, qualitative research is exploratory and is used when the researcher wants to understand why and how in the issue (Pantiva, 2018). I chose the quantitative research method over the qualitative method because the available variables influencing business growth, leadership challenges, and sustainable businesses needed an in-depth assessment. The diverse method is a blend of the qualitative and quantitative approaches (Grover, 2017). The mixed method was unnecessary in this context since it is complex, but the quantitative



method is faster to assess the risk factors and co-occurring issues impeding business growth in Cameroon's Northwest Region in Sub-Saharan Africa.

The use of quantifiable inquiry method is a style for trying impartial systems by observing the connection amongst variables if they exist (Aida & Mani, 2019). These variables are measured or quantified based on the quantitative research tool (questionnaire), and statistical procedures such as regression are used to analyze the numbered data (Saul, 2019). Quantitative inquiry schemes are primarily descriptive or experimental (measured once, or before and after treatment) and can take any of the following designs: case study, correlational, and experimental design (Acaps, 2012). The quantitative research approach by a single situation examination strategy was fitting for this research for several justifiable reasons: (1) The factors of business growth, leadership challenges, causes of business failure, and strategies adopted for business survival could be captured quantitatively (Chad, 2018). (2) Existing independent variables needed assessment to ascertain their influence on the dependent variable (Tomšič, 2016). The results are generalized for efficient problem-solving in business settings undergoing technological and economic challenges in their businesses in the Northwest region of Cameroon in Sub-Sahara Africa.

This research was not to study the relationship of the variables with each other or to test the behavior of each variable based on their quantities, weight, or amount. Because I was dealing with different independent variables, correlation and experimental designs were unnecessary for the study. With the single case study (Cameroon) chosen, I investigated the factors impeding business growth in Sub-Sahara Africa and the co-concurring issues affecting business survival in Cameroon especially the Northwest region of Cameroon (Dias, & Teixeira, 2017). The choice of Cameroon particularly the Northwest Region as a case study was appropriate because of the current sociopolitical and economic challenges the region has been facing in its businesses; the multiple

businesses that have existed in the region; the remarkable long-run experiences of the business operators in the region; the cultural and language peculiarity of the region, and lastly; the past success story of business growth in the region.

The researcher adopted a snapshot investigation (collect the data once) to capture the data for the quantitative analysis using a questionnaire that I developed with closed-ended questions. Snapshot investigation is faster than a longitudinal investigation (Naomi, 2014). Following the current socio-economic crises pricking the Northwest Region of Cameroon, a snap shop was faster and reliable than multiple rounds of data collection that is not one hundred percent reliable as in a longitudinal process. The questionnaire was designed in five sections to capture; demographic characteristics, factors of sustainable business growth, causes of business failure, strategies adopted by business owners and the leaders serving in these business settings, and the challenges the leadership is facing in running these businesses in Cameroon, particularly the Northwest Region in Sub-Sahara Africa (Chong, 2017).

The questionnaire was the same for every business owner and leader serving in these business settings. The target sample size is 213 business owners and leaders serving in these business settings in the Northwest region of Cameroon. The sample size holds to the recommendation that a reasonable sample for quantitative studies varies depending on the population of the study, time, and management (Mike, 2017). The independent variables were assessed to determine their effects on the dependent variables for business survival and sustainable business growth in the NW Region, Cameroon, and Sub-Sahara Africa. The researcher used descriptive statistics and ran a regression analysis using BMI SPSS statistics software to analyze the data (Almquist & Brännström, 2017; Nsom, 2017).

This research is significant because the factors of sustainable business growth, causes of business failure, strategies adopted by business owners and leaders serving in these business settings in the Northwest region, Cameroon, and Sub-Sahara Africa are determined (Aslam et al., 2017). The influence posed by the independent factors on the dependent variable led to the positive recommendations made, which are solutions to business problems and leadership challenges in business settings, and then improving sustainable business growth in Cameroon in Sub-Sahara Africa. Additionally, the study has to contribute to the global knowledge of the researchers in this domain and business operators and improve the productivity of the personnel serving in these business settings (Chong, 2017). Sustainable businesses have a direct impact to assist in job creation in this region and the entire Sub-Sahara Africa.

### **Scope of the Study**

The research investigation covers major recognized forms of businesses in Sub-Saharan Africa with closed attention to Health, Education, Construction, provision, and general commerce. Though with Sub-Saharan Africa in mind, the researcher chose Cameroon business sector as case study whose results are generalized for business problem solving in Sub-Saharan Africa. Area of concentration in Cameroon was the Northwest Region.

### **Dissertation Structure**

The research begins with chapter one that consists of (1) the study background; (2) research aims; (3) research question; (4) research objectives; (5) purpose of the study; (6) significance of the study. Chapter two is the literature review. (1) The chapter defines the terms and presents the conceptual framework and the linkages of the dependent and the independent concepts; the chapter equally displays the theoretical framework that guiding the investigation; (3) then, the empirical literature (review of the academic and professional literature); (5) finally, the conclusion of the

chapter. Chapter three is the research methodology. The methodology highlights (1) the Research Approach and Design; (2) population and sample of the research study; (3) materials/instrumentalization of the research tools; (4) operational definition of variables; (5) study procedures and ethical assurance; (6) data collection tool and analyses; (7) the conclusion. Chapter four is the (1) data presentation; (b) analyses; (c) and findings. Chapter five is the (1) summary; (2) conclusion; (3) recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction to the Section**

This research aimed to investigate the risk factors and concurring issues affecting business growth in Sub-Saharan Africa, with Cameroon as case study especially in Northwest Region of Cameroon and establish measures for business improvement. The single case study targets business owners and leaders working in the Northwest Region of Cameroon. The measurable approach was found suitable study due to available independent variables that need only confirmation on the ability to improve the dependent variables (a) business growth; (b) leadership challenges; (c) strategies; and (d) causes of business demise (Oberiri, 2017 & Zaffar, Naeem & Jamal, 2018). The chapter presents current literature related to the business sector in the Northwest Region of Cameroon in Sub-Saharan Africa.

A literature review is an inclusive summary of a previous investigation (Mike & Norin, 2015). The literature review surveys intellectual works like (a) articles; (b) books; and (c) appropriate sources to an area of investigation. A literature review should (a) detail; (b) explain; (c) analysis; (d) gauge; (e) erudite; and (d) clarify the preceding findings (McCombes, 2019). The topic under examination is Factors Impeding Business Growth in Sub-Saharan Africa, with Cameroon's Northwest Region as Case study. The objectives of the study are to (a) determine the drivers impeding organizational growth; (b) determine the trials faced by leadership; (c) assess the causes of business miscarriages, and assess the strategies implemented to survive industries in the Northwest Region of Cameroon. Following the above definition and considering the topic under investigation and the objectives listed, the literature assessment will have (a) the brief introduction; (b) definition of key concepts; (c) conceptual/ theoretical framework; (d) empirical literature (e)

summary (Amanda, 2018). The key search terms are *conceptual framework theoretical framework/field/industry description, business growth, leadership challenges, factors impeding business growth, and causes of business failure.*

### **Definition of Terms**

There are keywords in research that need a critical definition for easy understanding of the research work. Terms in research are defined by Noori (2018) as the explanation of the keywords to make the research understandable. In this study, there are several keywords (terms) that need detailed definition:

**Business or Organizations.** Neil (2016) researched business models and organizational structure that defines a business or an organization as a single or assembly of persons that collaborate to attain specific commercial goals. Pettinger (2016) indicated that a business or an organization is a product of what it does, the prices offered, and a complete understanding of what customers need. The researcher sees a business in the light of both definitions. A business or organization to the researcher is an individual or group that collaborates to achieve specific commercial goals considering the price of the goods/ services offered with its customers' full grip.

**Business Growth.** Love & Roper (2015) indicated that business growth depends on the industry's goal achievement level. A recent definition of business growth that is more acceptable in this study is Turner & Endres (2017). Business growth is defined by Turner & Endres (2017) as the income gathering including worth accumulation, and expansion in terms of volume that an industry could create, considering the goals set and achieved. Business growth is measured in qualitative features like (a) market position; (b) excellence of the produce; and (c) customers'

kindness. Understanding an enterprise's growth rely on the meaning of what the firm is, how much it has grown, and what it offers to the market as the assets it controls and its legal form.

**Business Success.** Pletnev & Barkhatov (2015) indicated that business or enterprise success is the firm's ability to achieve its goals and make progress. Muslim et al. (2020) says a business is successful when the firm can achieve its goals both in the present and future to the company's satisfaction with a positive impact on the community it operates. The two definitions are helpful to this study. However, the latter is much appreciated by the researcher for this research work.

**Business Failure.** Artur et al. (2017) defined business failure as an event leading to the end of survival of a company and bringing a loss of jobs and capital to the investors. A later definition by Amankwah-Amoah and Boso (2018) indicated that business failure is when factors of the environment cause a business to close down without achieving its goals. This definition by Amankwa-Amoah and Boso is prominent and appealing to the direction taken in this research.

**Leadership.** Kilani (2016) defined leadership as the management/leading authority of any group or firm. This simple definition is considered in this research since the definition aligns with business and research objectives.

**Leadership Challenges.** Li et al. (2019) defines leadership challenges as resistance that leadership faces in their business to the point that the challenges hinder them from pushing further towards growth and innovation because of (a) over-control; (b) lack of problem-solving and negotiation skills; (c) assumptions. This researcher views leadership challenges in the light of this definition as huddles that leadership faces in running their businesses, leading to business collapse.

**Business Operators.** Business operators are either business owners or those carrying out business activities for themselves or others (Stefanescu, 2018). This simple definition is ideal for this study.

**Entrepreneurship.** Justino (2015) opined that entrepreneurship is taking a business opportunity in business to excel and use the opportunity to assemble the new resources to come up with a new business venture, which will contribute to the country's economic growth. Entrepreneurship to Mejri and Zouaoui (2020) is simply the act of creativity and innovation. This later definition by Mejri and Zouaoui (2020) is in line with the present research objectives

### **Conceptual/ Theoretical Framework**

Conceptual Framework defines and explains the relationship between the different (1) variables; (2) characteristics; (3) properties under study (Kaudani, 2016). The conceptual framework is the actual representation of the relationship the investigation expects to see between the variable. Theoretical framework in the other hand is the structure that supports or holds a theory in a research investigation (Weisbord, 1976).

#### ***Conceptual Framework***

This study made use of Weisbord's Six-Box framework model of 1976. The business outline of 1976 focuses on six classes of a theoretical business outlines that include (1) objectives; (2) configurations; (3) associations; (4) headship; (5) compensation; and (6) serious, important mechanisms (Hitesh, 2019 & Weisbord, 1976). The level at which the business outline affects the surrounding area depends on how the output, input, and setting affect the business (Oliver, 2018; Weisbord, 1976). Weisbord's business outline of 1976 indicated that the industry's objectives explain its mission and goals. According to Weisbord (1976), an industry's success directly



correlates with the firm's structure. The structures may be based on the experts' functions as a team or by the (a) products; (b) programs; or (c) projects, carried out by multi-talented teams. This includes strategies adopted for the firm's success. Weisbord (1976) also considered how persons and units interact. The box of relations to him is how people interact with technology in executing their work (Süphan, 2015).

Compensations are intrinsic and extrinsic to satisfy the workers as they execute their work (Kaudani, 2016). The headship section focuses on unique executive tasks and the steadiness that exists between the other classes. Finally, critical devices are (a) the preparations made; (b) regulatory actions taken; (c) costing elements considered; and (d) information structures that are used to meet the establishment's goals (Simplilearn, 2019; Weisbord, 1976). The exterior setting (though not outlined as a box) in Weisbord's business outline of 1976 is a crucial segment in every industry; subsequently, every industry depends on the environment for growth and sustainability (Kaudani, 2016; Solomon, Sabitu, & Mufutau, 2018, & Weisbord 1976).

This Weisbord's Six-Box model of 1976 identifies inputs as currency, persons, thoughts, and apparatus that the institution uses to accomplish the mission of the organization. The outputs are products and services produced by the industry. The model identifies the formal versus informal systems (Jingxiao, Schmidt & Hui, 2016; Weisbord, 1976). Formal systems are those rules and measures that the firm claims to do, while informal structures are those behaviors that occur in the setting that affects the industry (Yo-Jud & Groysberg, 2020). In this light, when the gap between the formal and informal systems within the firm is wider, the organization is less effective (Chinenye, 2016). The second suggestion concerns the correctness between the industry and the setting. These are the differences within the organization and how the firm should function (Weisbord, 1976).

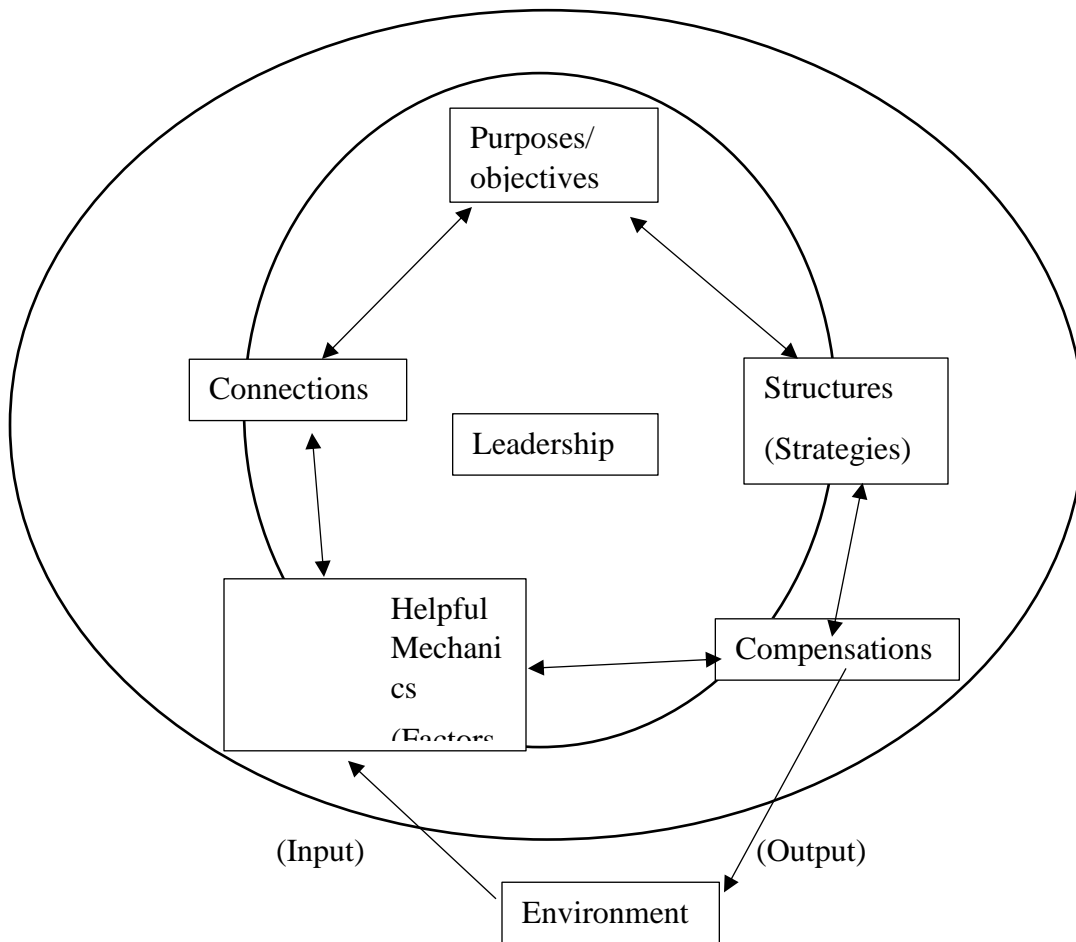
Weisbord (1976), in his business outline, puts forth the following analytical questions for each box: (a) Determinations; do the followers of the firm agree with the mission of the group and support the mission and goals? (b) Configurations; the assembly stresses whether the institution's determinations and internal configuration are fitting or acceptable to the establishment's members. (c) Relationships; what type of collaboration exists between individuals, divisions, and the nature of their careers? The collaboration seeks to enhance interdependence, worth of relations, and manners of clashes. (d) Compensation or rewards; what does the industry compensate individuals for, and for what do the industry's members feel that they are remunerated and punished for? (e) To better recompense the individuals, it is necessary to understand what the industry needs to do to adapt to the setting. (f) Management seeks to determine if leaders define and exemplify the firm's objectives in their programs. What is the adopted style of governance? The model also takes into consideration critical devices that affect the industry's success.

The Weisbord's business outline of 1976 addresses industry-related issues that impede business growth (Jingxiao, Schmidt; Hui, 2016), like a firm's trials affecting trade dealings in Cameroon's Northwest Region in Sub-Saharan Africa ideal for the topic under investigation. Trade activities in the Northwest Region of Cameroon in Sub-Saharan Africa have been declining sales in the past four years, and Weisbord's speculative business outline of 1976 was designed to enable industries to grow. The rationale for using Weisbord's business outline of 1976 is based on recent researchers Chinenye (2016); El-Hage (2015); Janse (2018), on similar factors impeding business growth (Janse, 2018). The Weisbord 1976 business outline used indicates the relevance in solving commercial problems (Janse, 2018). Also, the researcher chose Weisbord's business outline of 1976 because the model addresses the factors of business growth and the concurrent issues affecting business success (Bhasin, 2018).

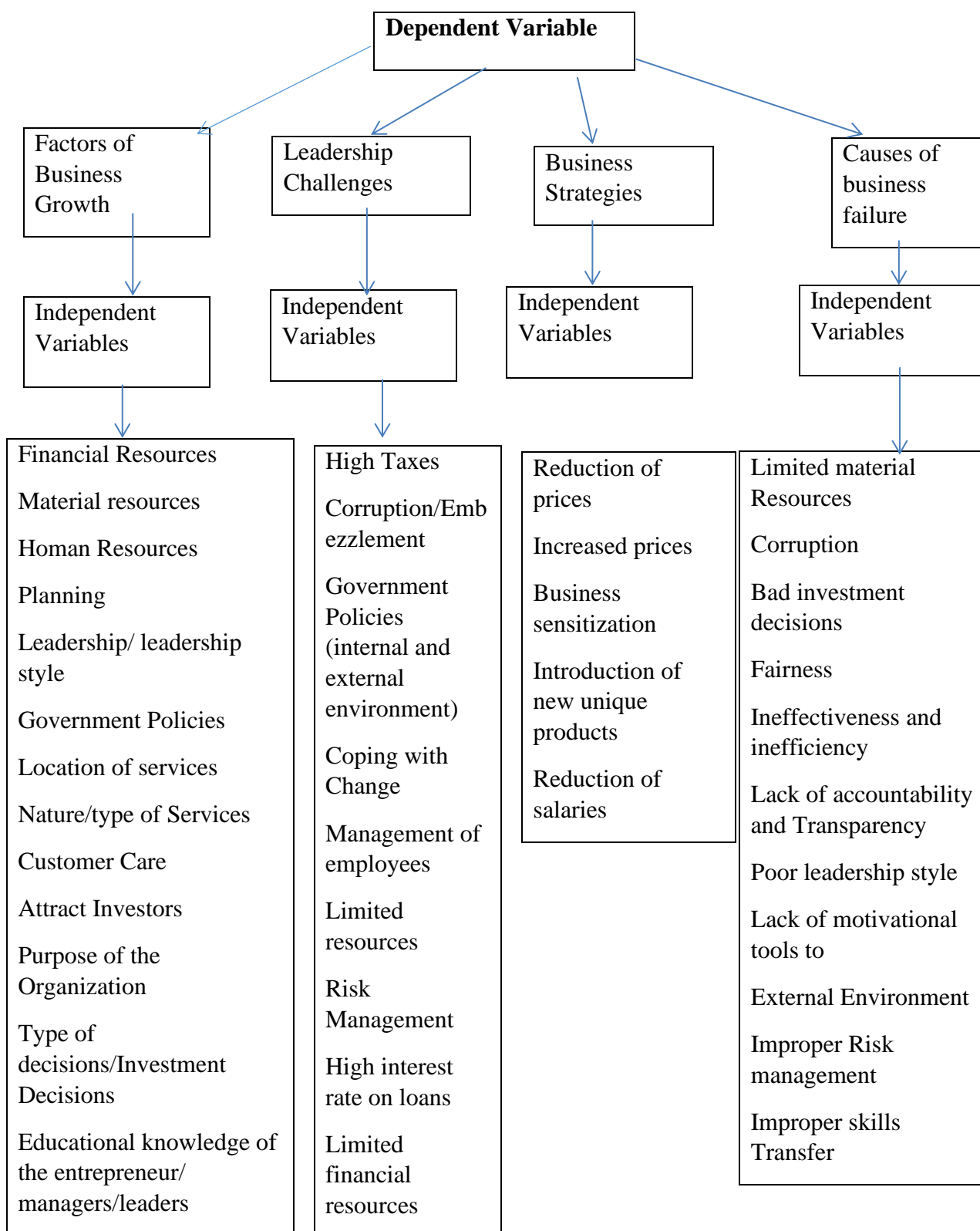
A researcher develops a conceptual outline to illustrate how the variables are connected, enhance investigation, and answer the research problems (Adom, Hussein & Agyem, 2018; Potschin, 2017). Grant and Osanloo (2014) opined that the research findings must validate, expand, or amend the existing concept(s) used after conducting an entire study. In this light, the investigator may analyze, improve, and enlarge the notion(s). This study's conceptual outline helped explain the contributing connections between the self-determining variables impeding business growth in the Northwest Region of Cameroon in Sub-Saharan Africa and the dependent variables. The dependent variables are; (a) factors impeding business growth, (b) leadership challenges, (c) causes of business failure, and (d) strategies implemented to survive businesses. Weisbord's business outline of 1976 is significantly used in this study to formulate and build a model that will capture the factors impeding business growth and the concurrent issues affecting business growth in the Northwest Region of Cameroon.

Figure 1 below is a conceptual model for business growth developed by Weisbord's 1976, which has been customized to suit the present study on factors impeding business growth in the Northwest Region of Cameroon in Sub-Sahara Africa. Weisbord's business outline of 1976 was developed because the existing structural industry's outline was too narrow to include everything or too broad to provide much guidance (Weisbord, 1976). The key dependent variables in this study aligned with Weisbord's business outline proposed by Weisbord's 1976 are factors that impede business growth and causes of business failure linked to harmful or critical mechanisms. This is evidenced by the findings of Ioppolo (2016) on the governance structure and sustainability. Leadership trials are an offshoot of management (Tomsic, 2016 & Weisbord, 1976). Also, the structure is linked to strategies adopted for sustainable industry growth, evidenced by Harman's (2020) findings.



**Figure 1a***Weisbord 1976 Business Success Model*

The business outline proposed by Weisbord (1976) has been used previously by many researchers over time, including El-Hage (2015); Hitesh (2019); Jingxiao et al. (2016) to address industry and setting's contemporary issues. The issues are like that impeding business growth in the Northwest Region of Cameroon in Sub-Saharan Africa. Weisbord's business outline of 1976 is appropriate since it has been tested over time and in recent times by Bhasin (2019), El-Hage (2015) & Janse (2018) to diagnose industry effectiveness in the leisure industry, and trade trials in Sub-Saharan Africa, and Pakistan.

**Figure 1b****Interlinkages of Concepts: Dependent and Independent Variables (Source: Author)**

### ***Theoretical framework***

This study made use of Weisbord (1975) theory on organizational success that supports the conceptual framework. The theory of Burton Weisbord in 1975 entitled; towards a theory of the voluntary non-profit sector in a three-sector economy that models non-profit businesses as providers of public goods which are limited in delivery by the regime to the underprivileged. The theory holds that firms and most importantly non-profit trade centers are the regulators of the economy because the supplied goods and services that even the governments does not supply. Burton Weisbord established that non-profit organizations are the owners and complementary key holders of the economy because they provide goods and services that the government does not provide for her people. To Weisbord (1975), business patrons need only to have a robust system that would enable the firm takes control of the economy even in the peripheries where the regimes fail to reach. As a result of this theory, Weisbord (1975) came up with the organizational conceptual frame in 1976 for organizational success, which both with the theory are widely used. This theory is appropriate for this study since the declarations focus attention on organizational success and most importantly non-profit establishments. The present research is evaluating the measure of business growth and therefore a theory that focuses on business success with its conceptual framework is ideal.

### **Review of Academic and Professional Literature (Empirical Literature)**

Globally, researchers investigating growing Enterprise settings sanctioned that all firms whether small or large go through numerous business failures. Berwick (2016) underlined those industries worldwide, predominantly wellbeing companies, only succeed depending on how they can handle their firms' challenges considering the people's ages, which goes same in senior persons with difficult wellbeing issues. Mirna (2018) opined that the health business in the twenty-

first century is challenged by various demands, including (a) increasing healthcare expenses; (b) shortage of staff, amongst other factors. These indications from the findings of Mirna (2018) are true for both European, Asia, America, and African continents. Africa countries form part of the five percent of the countries with these business enterprises. Well-managed industries will continue to grow even in the face of trials (World Bank Group, 2019). Additionally, World Bank Group (2019) pronounced that the history of the enterprise, the location where, and the characteristics of the businessperson are the factors influencing sustainable business growth. Kurt (2017) detailed in that fifty-three percent of these businesses are in Japan; nineteen percent in Germany; three percent in Italy; three percent in France; two percent in the Netherlands; one percent in China; one percent in the Czech Republic; United States has one percent; and five percent in the other parts of the globe.

Looking at Africa, the report of Kajuju (2016) in continent's countries for doing business shows that Nigeria has the oldest business organizations that have survived business trials for over ninety years of operation, which still exist today. According to Pam (2017), African countries are into internal and foreign trade, but sustaining a business in the long run, has been a challenge as most businesses collapse within a few years of operation. Chong (2017) opined that the high social cost associated with growth could lead to business failure. Rachel (2012) outlined that sustainable business growth in establishments depends on sound leadership. Juan (2015) indicated that the growth process of an industry comprises various trials until the business grows to maturity or declines.

Business failure in Sub-Saharan has been on the rise. It appears like doing business is a crime due to business operators' challenges, which leads to business demise (Aminde, 2018). Bushe (2019) reported that over seventy percent of Small and Medium-size businesses in South



Africa closed within the first few years of their operation and no reasons advance for sudden closures.

Cameroon is one of the Sub-Sahara African countries with many businesses, especially in the Northwest (NW) Region. Businesses in the country from the seventies have closed and causes for closure are not known (Nsom, 2018). Cameroon known in the past as the land of peace cannot boast of the peaceful implementation of its business activities. The country with a total population of twenty-two million inhabitants is hard hit by sociopolitical and economic challenges (National Institute of Statistics Cameroon, 2017). The situation has worsened from 2016 to the present aggravated by the ongoing sociopolitical and economic crisis the country is facing (Tambi 2016). Political instability is affecting a good number of the country's regions (1) Northern regions; (2) East; (3) Southwest; (4) Northwest Region.

Although Cameroon gained independence in 1960 and has abundant mineral resources, the country remains one of the underdeveloped Sub-Saharan African countries (World Bank Group, 2019). The insufficient management style of leaders and inadequate policies and practices on businesses leading to poor customer relationship has been unsuccessful in delivering accurate results for business success (James, 2010). Sylvian (2019) reported that thirty-six percent of businesses closed between 2009 and 2016 in Cameroon due to economic hardship instead when the businesses needed to be economically sustainable and leave their employees to suffer. Tambi (2015) indicated that the continuous closure of these businesses is a problem and an economic hazard to the community following the social corporate responsibility businesses are supposed to deliver to the community where the businesses operate. Moreover, the government regulatory body is not favorable to business growth in Cameroon (Yerima, 2015; World Bank Group, 2019).

A significant number of businesses have suffered industry closure in Cameroon in Sub-Saharan Africa (a) the Cameroon Development Cooperation (CDC), which is the second-largest employer after the state, and the activities have been closed by approximately sixty percent (Moki, 2018); (b) Limbe Sea-port; (c) Ndu Tea Estate (Brice, 2019); (d) Cameroon Cooperatives under the Cameroon Marketing Board closed some years ago, and very few activities are taking place in the coffee and cocoa sectors (Albert, Timothy, & Henri, 2015); (e) Office SA business center located in Bamenda town closed in 2017 due to business economic hardship; (f) some big business names in the town of Belo, like Samuel Ndi, and Johnson Munang business centers, also closed in 2017 due to economic hardship (Moki 2018; & Aminde, 2018).

Sub-Saharan Africa has abundant natural resources (Aminde, 2018). Cameroon, a former French and British colony, partitioned into ten regions, eight of which are French-speaking and two English-speaking, has abundant natural resources that need to be steadily growing in its business ventures. However, most of the businesses are not sustainable (World Bank Group, 2019). The expectation for business growth in Cameroon is a general hope for the entire Sub-Saharan Africa. However, the policies under the rule of colonial regimes have contributed to such malice, especially within the last four years where the countries are suffering acute political, social, and economic challenges (Aminde, 2018). Even organizations still in existence, like the Cameroon Baptist Convention Health Services (CBCHS), are not entirely free from the business challenges. Some of its businesses have also been hard-hit by Cameroon's sociopolitical and economic crises in Cameroon (CBCHS Annual Report, 2018).

The common problem in Cameroon is that many businesses begin, but the majority fail to survive in the long run (Tambi, 2015). Inadequate governing style and insufficient policies by decision-makers are on the rise, leading to unsatisfactory customer relationships by the personnel

serving in these business settings (Joseph, 2015). In addition, some of the businesses that are known for outstanding performance are struggling to survive (Brice, 2019). An exploration into the factors that slow down business growth in Cameroon's Northwest Region in Sub-Sahara Africa and the concurring issues affecting sustainable business growth is necessary so that the results may, in turn, contribute to the sustainable business growth in Sub-Sahara Africa.

The Northwest Region of Cameroon in Sub-Saharan Africa prided with commercial openings, but socio-political and economic crises eruption in 2016 contributed to the decline of trade. The region has seven divisions with a total number of fifty-eight subdivisions. The population is about 1,968,578 (National Institute of Statistics Cameroon, 2019). Some of the businesses located in the Northwest Region are education, health, agriculture, and general commerce.

Over 60% of firms in the Northwest Region of Cameroon in Sub-Saharan Africa have closed or slowed down their activities within the past four years (Brice, 2019; Tambi, 2015). Moki (2018) opined that the sociopolitical and economic crises that the Northwest and Southwest Regions are facing seem to have contributed to trade failure. The business demise in the region has handicapped about 60% of the firm's operators, and the effects on the population are high as prices of goods have increased. The researcher paid devotion on (a) factors of sustainable business growth; (b) leadership challenges; (c) causes of business failure; (d) strategies adopted for sustainable business growth. The questions that enabled unbiased data collection and management were designed in a well-structured questionnaire with validated questions to explore aspects distressing the progress of small and medium-sized initiatives.

The Northwest Region of Cameroon comprises seven divisions and has a total landmass surface area of 17,300 square kilometers, with a total population of about 1,968,578 (National

Institute of Statistics Cameroon, 2017). The region is noted for its thriving business ventures, top of which the agricultural business dominates, including touristic sites that attract investors for business (Sevidzem, 2018). This study surveys the factors that improve sustainable business growth, leadership challenges, causes of business failure in the Northwest Region of Cameroon, and sustainable business growth strategies that some establishments have adopted to keep their businesses growing.

**Table I****Subtopic 1: Overview of Businesses**

Stages of Business Growth	Impact of firm's Settings on the Community
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**Subtopic 2: Factors Hindering of Business Growth**

Internal Factors	Resources: (Financial, Material, Human, equipment, nature of the business, location of the business, motivational tools, and the purpose of the business)
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External Factors	(a) Active Acceptable Setting; (b) Explosion of new knowhow; (c) Globalization; (d) Emergent regime rules on businesses; (e) growing emphasis on moral values; and (f) growing public anticipation.
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**Subtopic 3: Leadership Challenges in Business Settings**

Leadership Structure	Leadership Style of leaders; Health facility challenges
	Qualities of Good Leadership

**Subtopic 4: Causes of Business Failure (why business**

Major causes of Business Failure	Effects of the Anglophone Crises on Businesses in the Northwest Region of Cameroon
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**Subtopic 5: Sustainable Business Strategies that Promote Business Success**

Business Maintenance and Measuring Sustainability	
sustainable business strategies	

*Structure of the literature Reviews (Source: Author)*

Figure 2 is the outline of the literature review components and the subsets that inform each component. Inspiration is gotten from Mboga (2013; 2018), who opined that the figure generated in her research elucidates previous academic literature investigations that link to her theme under study (Exploring Outsourcing Vendors Operating Effectiveness and its Effects on Client's Objectives). In the same light, this figure is generated to explain previous academic literature studies related to the current topic (factors impeding business growth). The researcher ends with a summary and references. The summary summarizes the key points presented in chapter two with supportive citations. This is the driving message from the literature assessment, which condenses the gaps that give the reason for the investigation and flaws and uncertainties that support the findings. The researcher lists all the references for the citations used, abiding by APA referencing standards for the references.

### ***Overview of Businesses***

The overview of the factors impeding organizational growth focuses on the meaning of business growth or success, the stages of organizational growth, and the impact that such industries create in the community (Neneh & Vanzyl, 2016). The overview, however, highlights related issues on organizational trials faced by leaders, causes of muscular failure, and strategies for industry growth (Foss & Saebi, 2016). The complete satisfaction derived during or after a business venture (not necessarily monetary rewards) is described as business success or growth (Mohd, 2015). Grouping the problems and growth patterns of small business settings are attractive to entrepreneurs (Aithal, 2017). Hussam (2020) indicated that small companies vary broadly in size and capacity for their further growth. Djankov (2016), in his study, opined that the success story of the industries depends on the independent actions of the firm's operators, the

different organizational structures, and the management style of the industry's managers in place. Axel et al. (2015) said that when owners and managers understand the stages of industry growth, trials and effectively plan their business, they both will experience successful growth.

Management is a critical component in industries' success and survival, especially in complex organizations when held by government decisions (Zlate, 2016). According to the findings of Rougier (2016), moderate government rules provide a better framework for evaluating the impact of firms. Also, a simple exclusion of dividends from dual taxation could greatly help increase (a) the business profit; (b) stabilize the business; and (c) help the business to proliferate and mature (Zeqiraj & Nimani, 2015). From the findings of Brauns (2015) on the management of change, an effective organizational structure adds accountants and consultants in diagnosing industry challenges to seek solutions for the problems resulting from proper planning and strategic management (Clatworthy et al., 2019).

Aleksandra and Stojan (2015) remarked that many investigators had developed models for observing establishments and each of the models uses an industry size as one measurement and the company maturity of the growth stages as the second dimension. Kohtamäkia et al. (2019) further indicated that the frameworks are beneficial and acceptable for small industries because (1) they believe that a business must grow and pass through diverse phases or perish in the growth attempt; (2) The models can fail to capture critical early phases from the foundation of the business; and (3) Lastly, the frameworks view industry size mostly in terms of yearly transactions and ignore other factors such as (a) value-added; (b) the number of locations that the firms operate; (c) how complicated the product line is; and (d) the rate of change in product or manufacturing skill.

Sopjani (2019) projected that since businesses cannot go without hurdles, it is vital to always look at better strategies that must be implemented to achieve growth. According to Mikelsome and Liela (2017), findings on creating and eliminating barriers in companies and maintaining executive efficacy with developed structure theory indicated that start-up firms fail because of the industry owner's unscrupulous selections and uncalculated preparation, which are destructive to the organization. Flavian et al. (2019)

further indicated that the right way for the firm's owner to survive an organization from failure is to understand his/her position in the industry to overcome business demise. Wodajo et al. (2020) carried out a study on the drivers related to critical strategic features hindering the growth of emerging and exoanded companies and indicated that (a) restrictions in the inner site; (b) extra methods of education of the proprietor; and (c) advancement of a premeditated proposal have a major bearing on the development of trivial organizations.

Barbuta-Misu (2019); Bernstein and Beeferman (2015); Illmeyer et al. (2017) carried out their studies on how human, financial, and material resources impact organizational growth. The findings of Barbuta-Misu (2019) indicated that (a) human resources; (b) financial resources; (c) material resources are excellent resources for proficient management processes that are very vital in the development process of small industries growth. On the other hand, Bernstein and Beeferman (2015) indicated that (a) human resource; (b) financial means; and (c) material means have a direct relation on the practical talent to create produces and facilities leading to business success. Findings of Illmeyer et al. (2017) indicated that (a) human resources; (b) financial means; and (c) material convenience are related to mechanical capacity and upset motivation to make available merchandises and amenities that would in turn to advance the principles of organizations.

Salamzadeh and Kawamorita (2015) investigated how (a) employment; (b) training; and (c) entrepreneurship affected an organization's growth and opined that investor who wants to assess how shared human capital affects businesses face a range of trials. McDonald and Needham (2020), focusing on a strong association for your organizational success, indicated that they must move together irrespective of the differences in human and financial resources because both are like DNA for the industry's success. In the same line, Agwu and Onwuegbuzie (2017) buttressed that business functions have interwoven goals, and both depend on each other for better business strategies. Akareem and Hossain's (2016) research on scholastic quality factors contributing to students' perceptions indicated that formal and informal training that enhances operators' skills and abilities is vital to businesspersons. Arshad et al. (2018) outlined that (a)



firm's operators need education because the knowledge gained will lead to a business boom, (b) people with a desire for a business require training because learning promotes entrepreneurship and helps managers to be able to identify (a) viable opportunities; (b) proper management; (c) marketing; and (d) avoiding business failure.

Following Mohd's (2015) and Babandi's (2019) findings, business success is a product of planning, and to develop a framework appropriate for growing businesses, the business operator needs enough experience and a continuous search for scholarly knowledge. This study of Mohd (2015) outlined five stages (development phase, survival phase, growth phase, maturity, and expansion) of a comprehensive business structure. A study by Babandi (2019) in Nigeria on industry development and results considering its impact on progress indicated that the formation practice to communicate organizational owner's (a) goals; (b) vision; (c) mission; (d) the intentions of the external stakeholders, are crucial for business success. Kang and Kue's (2020) research on business performance revealed that the access of customers to direct links and discussion of the firm's operators would increase the appetite for the demand for more products, which leads to organizational expansion.

Small organization's growth will increase employability and reduce unemployment in the Nigerian economy (Brown & Mawson, 2016). The study of Ronglu & Wei (2020) on small companies in Kenya revealed that the industry sector was very competitive and that firms go through five different stages (conception phase, survival, growth, maturity, and expansion). In Sub-Saharan Africa, Asongu et al. (2019) led a scholar survey on evidence communication and business in Sub-Saharan region. It opined that business operators and managers need to understand the different stages that companies go through to succeed if they want to stay in business.

### ***Stages of Business Growth***

Kouretasab and Tsoumasc's (2016) contribution to how finances impact organizational success indicated four phases of industry growth (a) start-up; (b) growth; (c) maturity; (d) a

CVrenewal; and (e) decline. Another study carried out by Paulo & Mota (2019), indicated the following four stages of business growth (a) startup; (b) ramp-up; (c) expansion/maintenance; and (d) maturity. Ronglu and Wei (2020) focused their findings on entrepreneurial management and highlighted four stages of business growth, which were (a) development phase (conception and start-up stage); (b) growth phase; (c) expansion phase; and (d) maturity phase. On the other hand, Lee et al. (2016) concluded a reading on the modes of the growth of a firm with a focus on three levels of a company's growth and opined that growth is erratic and characterized by (a) short term rush of speedy growth; (b) times where there is low or no growth; and (c) the decline phase.

Contrarily to the findings made by the previous investigators, Bandon (2018); Mejril (2020), amongst other research, indicated five business growth stages. Brandon (2018) carried out his findings on the business life cycle range and indicated that businesses go through five stages (a) conception; (b) startup; (c) growth; (d) expansion; and (e) maturity. Mejril and Zouaoui (2020), writing on understanding the five stages of business growth, identified (a) conception; (b) startup; (c) growth; (d) expansion; and (e) maturity as the five stages of business growth which to them were vital for the business owner to understand and follow. The five stages are discussed in detail below.

**Stage 1.** Development phase (inception/conception); the development stage is the conceptual and initiation phase. The initiation stage is conceived and initiated (Alqaralleh & Sapena, 2019). The person who conceived the business idea may not possibly be the one to implement or execute it (Colichi et al., 2019). There are many people with worthy business ideas but lack the economic influence to start up the business, and as such, some people just need someone who can buy the ideas and take over from there (Maah, 2018). Conceiving an idea or

initiating an idea to start a business is not enough because an industry at the initial stage is in incubation and not yet delivered (Alzoubi & Khafajy, 2015).

During any business's initiation or conception phase, the originator may develop a business design or hire a business expert to do so (Djankov, 2016). A trade strategy is the roadmap for the business that defines the type and landscape of the corporate. In this business plan, the purpose of the business is indicated, and goals and objectives to achieve are outlined (Audrezeta et al., 2018). The advancement stage of a business is the level where the mission is defined and the vision articulated (Norris-Jones, 2017). There are social businesses, some for educational purposes, and some focus on health, while some are purely for commerce (Akareem & Hossain, 2016). The initial motives for opening a business differ depending on the (i) business owners; (ii) intentions; (iii) financial capability; (iv) purpose of the firm, but the central standards motivating the market process is the motives of the founder(s) (Durmaz & Ilhan, 2015).

Norris-Jones' (2017) findings on Associations between Critical Business Performance Variables (a student at Walden University) indicated that fifty percent of companies do not go beyond five years after their creation. Hussam T findings (2020) on small businesses revealed that small enterprise sectors are (1) very competitive in nature; (2) need strategic planning to stay in the competition; (3) avoid a high level of failure rate that permits businesses to be confronted with pressures within the first few years. According to Kreidych et al. (2020), most businesses do well after startup but cannot sustain the entire life cycle of the business due to the absence of strategic planning measures by the business owner.

**Stage 2. Survival Phase:** once the business ideas are conceived, processed, tested, and appreciated by the founder, the next step will be to make an official launch and startup (Adam & Nski, 2016). Many business operators believe that the business stage that is the riskiest in the entire

life cycle of an industry is the survival phase because any mistake made in this stage will affect the entire life span of the business (Adam & Nski, 2016). Brandon (2018) opined that the survival stage of any business is affected by many changes that may confuse the business operators or the business founder.

The survival stage is where companies prove the strength of their profitable products and services indicating that they have a reputable customer foundation (Norris-Jones, 2017). The focus needs to swing holding clients and address the association between income and expenditures (Gurses et al., 2015). According to Neneh and Vanzyl (2016), business survival is defined by an equal owner with a small supporting business manager or directors. Turner (2017) indicated that some businesses could fold entirely or even be sold to other business operators at this stage. A business that braves through the survival period can succeed in other phases of the commerce (Dugguh et al., 2018).

Huoponen's (2018) findings on what you can do to survive indicated that business owners need to do their research well and get the best advice out of the many that can be given to them. The findings of Guo (2020) in a similar study indicated that business owners need to make sure that they create a business plan for the business and consider keeping the expenses low while reinvesting their profit into the business as much as possible. Adam & Nski (2016) indicated that the survival stage is when short-term loans and overdrafts are typical to survive the business to growth level. However, sources of funds, especially loans from banks, will burden the founders and partners, leading to increased uncertainty and reduced planning levels (Serge & Bafon, 2015).

The increasing competition in the survival stage places a more significant impact on price than differentiation, increases economies of scale when the firm chooses the price path (Adam & Nski, 2016). To maintain a sound business system, enough capital is needed at the survival stage

(Godeya et al., 2016). Also, if the founders cannot raise enough capital, they need to admit other partners who will eventually lead to new demands on the business (Mooney & De Soyres, 2017).

**Stage 3. Growth:** Turner (2017) indicated that the growth phase of a business is where the company proves how viable the business model is. This is when the company builds a system, consistently gains new businesses, and retains existing businesses (Snyder, 2019). The primordial concern of business owners at the progress period is to either take advantage and make use of the company's achievements or being actively engaged in continuing expansion and keeping the company profitable and sustainable (Godeya et al., 2016). Business owners in the survival stage still have important decisions, though their decisions are sometimes vulnerable (Garcia & Mojica, 2015). Akinso (2018), in his findings on business growth, outlined that for businesses to experience higher demands, they need to examine the questions (a) would scaling the business give higher or lower margins; (b) does lower margin makes sense for customers to pursue; (c) would measuring accurate remain to give quality product services; and (d) does increase manufacture liken the equal level of excellence that promotes attainment. Once a business owner sees growth in the business, the likely issue will be that he/she may step back and prepare to start up another business that may be of the same type motivated by the growth of the current business (Turriago-Hoyos et al., 2016).

Goyal et al. (2017), writing on understanding the business model, opined that businesses should be profitable, though some may not be able to raise money for the vendor. Business at the growth level is more of a formal functional organizational structure based on functional lines, and conditional on the natural yields; industry owners take another step to investigate and increase the product scope (Ronglu & Wei, 2020). The firm may remain on a lesser balance due to limited financial means. Brauns (2015), in her findings on the management of change in a changing atmosphere, opined that when management adapts to the emergent environment, the firm grows to

an expansion level that yields significant harvest. Brauns (2015) pinpoints that managers of businesses and business owners should guard against plateauing in this stage; otherwise, the business may be liquidated or fold out. However, if the enterprise can dive into new product opportunities or market niches, the business will enter stage four, the sustainability level (Herbst, 2019). As the business moves towards attaining its whole growth level, it tends to attract larger competitors that change the competition phase (Rastislav & Silvia, 2015).

The growth stage is the beginning stage for the firm to enjoy economies of scale (Advantages enjoyed by large firms). The competition will push the business to embark on new market products using the best strategy to cause expansion (Hernandez-Villafuerte et al., 2017). This is also the level where the business structure begins to expand to a phase of expansion stage, and professional rather than remain entrepreneurial, which also entails a change in the organizational structure (Garcia & Mojica, 2015).

**Stage 4.** Expansion; Achtenhagen et al. (2016) researched the nurturing progress of trade expansion, significant undertakings and trials for businesspersons opined that when the firm's leader decides to focus on growth, the business is bound to expand into the expansion phase, bringing innovative significance of fast expansion and other ways of financing the business. In favor of the findings made by Achtenhagen et al. (2016), Erevellesa et al. (2016), further outlined that any industry owner with an expansion mind focuses attention on (a) delegating tasks to managers or other workers of the business; (b) making sure that there are existing supplies to support the high demands that extension brings; and (c) if the response to these questions is no, the adverse consequences are leading to suffering more debts, or just burnout out mainly by the business owner. Organizations with an expansion mindset are fully developed (Axel et al., 2015).

The conclusions of Gupta et al. (2016) pointed that the expansion phase is a stage where the organizations, companies, firms, or businesses carve out branches or detachments and separate their activities from sales and production. Businesses' identifying phases are at their peak because business owners can effectively facilitate fast growth or fall back to a sustainable small-scale business (Adam & Nski, 2016). The expansion stage in every business is a crucial phase where (i) financial control measures; (ii) steady executive updates and spread-out authorities accompanied by structured accounting systems are exercised for the good of the organization, company, firm, or business (Sudbury-Riley & Kohlbacher, 2016).

The findings of Brauns (2015) highlighted that the expansion stage of any business needs a clear structure of leadership functions essential to business survival. A business in the expansion phase entices new partners because growth expansion is evident (Kozioł et al., 2015). Kozioł et al. (2015) further directed that retained earnings are a significant source of finance to the business, though dividends are inevitable for shareholders. In his findings, Kozłowski (2019), on long run financial investment with tight product merchandise, said that when a company reaches this stage, the records of successful operations will allow the business to seek long-term debts but must provide security in the form of assets for the loan. Grønholdt et al. (2015) indicated that experience managers are necessary because new and inexperienced managers will not commit to the business than those who were part of the business throughout the five stages had. Having inexperienced managers is dangerous because it may result in crises in the business due to poor management (Peria & Schmukler, 2017).

The business in the expansion stage will successfully function continually on the same balance, based on the economical setting (Kang & Kue, 2020). The continuous growth of the enterprise leads to an increase on sales, and substantial capital gains will be made for the business's

good (Soegoto et al., 2018). Also, when a business is not managed well, failing back to the development level will be the most accessible road to take, and if care is not taken, the business may even disappear entirely due to poor or bad management (Garcia & Mojica, 2015). However, there is always a need and desire for the business to move to the next stage if top managers do not distance themselves from the actions in this stage, for if they do, the business may collapse (Dias & Aurora, 2017). A business strategy that merges competition will increase sales and product diversity (Mohammad & Abubakar, 2019). Tonia et al. (2017) indicated that maintaining competitive advantage through diversity and the products requires a greater focus on customer needs because intensified competition in this stage causes a more turbulent atmosphere for business maturity, which increases the need to be productive.

**Stage 5.** According to Kalinowski (2016), maturity is a successful stage of business where the business has reached a successful level of maintaining growth and can withstand adverse effects. Saukkonen (2016) specified that businesses in the maturity stage have successfully climbed to a level where their significant attention is gathering revenue from fast expansion (growth) and maintaining the primary spirit. Maturity is a business stage where the business has overcome all hurdles and can now boast of sustaining itself (Garcia & Mojica, 2015). Businesses at the mature stage are those that (a) have carried out tactical preparation; (b) developed talented team members; (c) separated ownership from the company in terms of finance and operations (Tam & Gray, 2016). Huoponen (2018), writing on human resources and finance solid relationships for your business, indicated that human relations including financial assistance has an important part to play in the maturity phase. Therefore, human, and financial capital should not be neglected in the maturity phase. Machado (2016) indicated that businesses in the maturity stage need to



continue to maintain their maturity by being sustainable because the highest risks of businesses at the maturity phase are that the businesses have entered a low risk of sustainability level.

The risk of business at the stage is minimal compared to stages two, three and, stage four, though mature businesses are adaptive, expecting fair alterations, and then using the shares obtained from the business to positively affect market changes (Tarhan et al., 2016). Investigating business maturity, McDonald, and Needham (2020) revealed that business operators, business owners, and business managers have a responsibility to guard against an unconventional lifecycle to understand that a business needs time to grow to maturity level. Mismanagement has crippled many businesses in the maturity stage; thus, business operators and their managers should strive to work more in this stage to keep competition afloat (Gumel, 2019). Balgah (2019); Moki (2018), writing on business failure in Cameroon, indicated that above 60% of the businesses in the Cameroon Development Cooperation (CDC) are closed and that these businesses have existed for a very long.

Impact of Business Settings on the Community. The economic impact of businesses in the community refers to the contribution of the businesses in the community (Popa & Salanță, 2015). Quarter et al. (2018), writing on the economic benefit of businesses to the communities, indicated that the smallest shop has a significant impact on the community. Businesses have a responsibility for the communities in which they operate, unlike Small and Medium-sized businesses. Businesses impact in the community is seen through the business's ability to mirror or truly reflect a community's character and interact with the people in the community positively, though most businesses lack these connecting adages (Archer et al., 2018).

Nugent's (2018) research on how small businesses benefit the community indicated ten ways to affect the community positively. Nugent (2018) indicated several benefits that businesses

provide to the community (a) public identity; (b) public participation; (c) public health; (d) environmental benefit; (e) increase revenue from taxes; (f) job creation for the community; (g) entrepreneurship, and education, (h) innovation; (i) rivalry; and (j) low maintenance, various locally made products and services. A similar study by Ahlstrom (2017) on innovation and growth and how businesses contribute to society had supportive evidence that small businesses positively affect the community through jobs, innovation, and income through taxes, boost the health system, and promote entrepreneurship amongst other significant benefits. An organization in the community creates avenues for the population and an income-generating activity for the entrepreneur. Entrepreneurship succeeds better when the community sees its benefits. Therefore, the benefits of businesses in the community are the driving force for the utilization of the business.

In a study to discover the impression of public trade on indigenous people, possibility studies were carried out by Willis et al. (2017) to check firsthand processes centered on the civic being examination taking into consideration the community influence of industries on its native environment. The data collected from Willis et al. (2017) was successfully evaluated, with supportive proof that small businesses in the community positively impact the community by providing basic amenities like jobs, water, and learning opportunities, amongst other benefits. The increase in small and medium-size businesses increases available jobs (Fitzgerald & Muske, 2016).

The ideal issue in the community is local jobs because they reduce the poverty level of the population and the time wasted that the people should be moving from place to place in search of a job (Ribeiro-Soriano, 2017). A significant number of families are helped (Abigail et al., 2018). Diamond (2018), focusing on the municipal commercial shop in 2018 on the command to amendment, opined those businesses in the community increase revenue by collecting taxes. Revenue collected will assist the government in constructing and develop roads and pay the local

police force (Celik et al., 2019). Businesses in the community will equally improve development through revenue collection, provision, and the invention of health and educational programs (Willis et al., 2017).

### ***Factors Hindering Business Growth***

Small business initiatives are full of numerous favorable effects weighing on (a) the industry owner; (b) the managers; (c) workers of the business sector; and (d) the community in which the business is found (Nugent, 2018). To serve the public, a new business needs to grow and mature (Lucidchart Content Team, 2020). Following the findings of Roomi (2020), a student at Cranfield University on the drivers touching the progression of mini and major businesses indicated that (a) there is a universal view that growth in an organization is a complicated process, and (b) many factors could encourage the growth capabilities of a business, and therefore, there are regions where the trade operators should focus great consideration. The reasons that stimulate commerce progress are the reasons that cause organizations to grow and move from one level to the other (Aktar, 2016). Babandi (2019) enacted the following factors that facilitate the growth of businesses (a) financial; (b) availability; (c) human resources; (d) social resources; and (e) technical and managerial abilities to cope with the changing knowledge which increases the knowledge of the staff. Janeska-Iliev & Debarliev (2015), findings of the reasons responsible for organizational growth established financial, educational, and social factors as the primary determinants contributing to an enterprise's success story.

Brauns's (2015) management of transformation in changing environment research opined that any healthy functioning in an indeterminate commercial setting desires knowing in what ways coping with change to survive is possible. The findings of Dugguh et al. (2018) indicated that any organization that resists changing risks losing its competitive benefit since the transformation is

one of the most important reasons that affect an organization. For organizations to withstand the present competitive atmosphere, systematic analysis of the firm's practices and performance tactics to understand better what the change will bring is necessary (Janeska-iliev et al. (, 2015). The ability to cope with transformation has become vital; this calls for industries to survive and overcome the challenges of employee transformation from (a) culture; (b) history; (c) goals of the business; (d) aims; (e) objectives, amongst other factors, since change is essential for business growth (Norris-Jones, 2017). The study of Norris-Jones further outlined that transformation is a vital component of business growth, but any firm leadership that does not want to be transformed or adapt to change may not survive in the long run.

Owners of the industries and individuals are the people who (1) perceive; (2) takeoff; (3) take the whole hazard of novel commercial ventures and create the business (Artinger & Powell, 2015). Ahmed et al. (2018) pointed out that small businesses have existed for so long that start-up industry activity has brought revenue generation leading to industry growth. Ahmed et al. (2018) further highlighted that different author have written contrarily about business failure in small firms and that some factors that affect enterprise growth may not be the same for other authors since the findings indicated by the different researchers on the development of the may does not agree. The recent findings from Ahmadya et al. (2016) indicated that (a) out of the number of industries created in 2014, 79.9% went through their first year of operations; (b) among the industries that were created between 2004 and 2014, 78.5% made through their first year of operation, and (c) if new firms operators want to succeed in their small organization's activities, they should learn from those who have been in business and have sustained their businesses for at least five years at local levels.

Turner and Endres (2017), research to discover the strategies that can improve the success rate of small industries, indicated that (a) 99.9% of the strategies used by the owners of the firms accelerate business success; (b) 48% of hired private-sector workforces promote success, and (c) 41.2% of the overall private payroll backs firms' success. The study by Artinger and Powell (2015) indicates that 50% of new and small start-up businesses failed within the first five years of their operations and that for organizations to survive, (a) the appropriate planning and setting-up of the industry; and (b) the business plan, are crucial for business success.

The findings of Le and Raven (2015) on the success factors of an enterprise indicated that business success is relative to the elements that spur the growth of petit and large enterprises. Nguyen et al. (2015) researched business growth factors and opined that business operators' revenue to generate and withstand the business operations needs accurate estimation and robust competitive strategies to fight against threats.

Insignificant and average firms including establishments are central to corporate success and development in the organizations in Sub-Saharan Africa (Bouazza, 2015). Following the importance of firms to the communities and the entire society, the South African government actively supports and encourages the growth of small industries in South Africa (Ndege, 2015). Nguyen et al. (2015) indicated that low rated companies display a vigorous part in a nation's economy through the numeric employment opportunities that firms provide to the communities where the industries are set up. Ndege's (2015) findings on factors promoting business growth in South Africa indicated that the funds needed to grow a business and minimize failure are crucial to the entrepreneur and the good of the community in which the business is found. The findings of Aleksandra (2015) to obtained information from the statement of account sheets, opined that (a) financing; (b) working capital; (c) production technology policies; (d) risk; and (e) market

strategies, to be factors favoring business success. A preliminary study report established by Barbosa (2016) indicated that for small manufacturing companies to grow and survive their businesses, the operators should be able to cultivate talents that enable them to observe, lead and regulates the organization's activities. Babandi (2019) indicated that to understand better the factors influencing business growth, a more in-depth study should consider the inner and outside drivers affecting the evolution and survival of industries in Africa.

**Internal Factors of Business Growth.** The inner drivers of business growth are those reasons accountable for the development and survival of commerce within a (1) trivial firms; (2) enterprise, or (30 institute (Aktar, 2016). Sitharam & Hoque (2016) researched the effects and performance of medium firms in KwaZulu-Natal in South Africa. A questionnaire for data collection indicated that internal rivalry, fraud, and cooperation of the business workers affect South African businesses. Hossain et al. (2016) researched the hurdles manipulating small and medium-sized businesses revealed that core elements like (i) funds provision; (ii) human capital; (iii) industry position amongst other factors, are responsible for business survival. Serge and Bafon (2015) researched the resources of small industries and indicated that Small-Size enterprises use more internal resources to run their firms, while large firms use more external resources to run their business to grow. Following the findings of the abovementioned researchers, Aktar (2016); Hossain et al. (2016); Serge and Bafon (2015); Sitharam & Hoque (2016) highlighted that the internal factors affecting business include (a) the location of the enterprise; material funds; (b) monetary incomes; (c) human assets; (d) structure; (e) educational characteristics; and (f) nature of business.

***Location of the Business.*** Vlachou and Iakovidou (2015) researched the development of training on the location of a firm and indicated that business location is the power that drives

employment. As a result, the positioning of establishments in local and provincial locations is a crucial factor influencing business growth. The study of Clouse (2017) indicated that the location of businesses should be in densely populated areas so that the firms can grow to maturity. The location of a business should consider; nearness to the population, nearness to the source of raw materials, nearness to the source of labor, nearness to the source of power, transportation, waste disposal, government influences, and availability of some facilities like water amongst other depending on the need of the people (Cifranič, 2016). Tavakolnia and Makrani (2016) researched the location of industry, competition, and profitability. They opined that the business location positively or negatively affects the growth and survival of the industry and that most firms suffer business to demise due to their location.

Eze et al. (2015) conducted a scholar work in University of Calabar in Nigeria, on how the location of a business affects the business, and the findings indicated that the relation between the business location and the customers depends mainly on (a) increase cost; (b) competition; (c) reduction in demand; (d) poor communication; (e) growing customer base and need; (f) government incentives; (g) improved transportation, and (h) available communication systems. Any business's location should consider the people served by the business, the survival of competition, and the maintenance of growth (Chin, 2020). Zeqiraj and Nimani (2015) researched taxes and their effects on the business environment and opined that the location of a business in an environment influences the firm's revenue through the taxes the business pays. Therefore, the location also determines how much the business will generate to cope with taxes.

Sjaifuddin (2020) indicated that although many businesses rely on the customers to survive, the owners of the industries need to consider the site where the corporate is found and the demographic characteristics of the trade zone to achieve growth. Therefore, creating a business

needs a better understanding of whom the business is going to serve, and the location of a firm that is appealing for young people should not be in an environment where the majority of the people above 50 years are found (Makarova & Berlin, 2020). Amir and Masoud (2020) opined that business operators whose businesses rely on the local community to survive should make sure that (a) there are no competitors around the environment that will hinder the growth of the business; (b) there are customers to patronize the business, and (c) there is the availability of space for the business operations and storefront space. Garcia and Mojica (2015) findings on the business location indicated that the site of a commerce determines (a) the size of the business; (b) corporate social responsibilities that the business will provide; and (c) the demand and supply of goods and services which both affect the income level of the firm. Foss and Saebi's (2016) findings further indicated that the business manager's knowledge to exploit and identify market opportunities would positively rate more than the one that the managers have less knowledge of exploiting and identifying market opportunities.

Legros et al. (2016), findings on the location of business theory and decisions made by business owners opined that the relationship of the business location to that of the people that facilitate the firm has high substantial effect on the industry and that the commerce is not necessarily affected much by the other businesses or the manufacturing company. The attractiveness of a business location influences the individual's admiration for the business, especially the potentials that the area must draw, maintain, and create business investment opportunities (Snieska et al., 2019). Following the results of Logros et al. (2016) and Snieska et al. (2019), the attractiveness of the business location will influence business success, labor supply, and materials resources availability.



***Material Resources.*** Material resources are an asset (timber, glass metals, plastics, and plants) found in the natural world that has practical use and human beings (Miehea et al., 2016). Tezera and Yadesa's (2017) research on valuation of quantifiable supplies use practices and challenges indicated that the role of material resources in business depends on the management in place, communication, strategies, and the value of the material. Amit and Schoemaker's (2016) findings on substantial resources state that business wealth are existing reasons or inputs that are both concrete and immaterial and are owned and controlled by the firm, which includes (a) possessions; (b) plant and equipment; and (c) humans. Additionally, the same research by Amit and Schoemaker (2016) further indicated that the nature of resources and skills to arrange and improve the worth are central to strategic management. Information technology is an excellent example of material deployments that extends business activities to other countries without the business operator necessarily moving from his or her location (Kowalski, 2016).

Material resources are necessary assets for every business to survive in the short and long run (Tezera & Yadesa, 2017). Alfredo De Massis et al. (2017) findings on innovation with limited material resources outlined that (a) innovation; (b) entrepreneurship; (c) strategy; (d) dynamic capabilities; and (e) ecosystem are vital in the management of resources. OECD's (2018) findings on inclusive material assets viewpoint to 2060, focusing on cost-effective drivers and surrounding effects, indicated that the demand for goods and services would increase in the future, leading to a more search for material resources to cope with the increasing demands.

***Financial Resources.*** Financial resources are the necessary tools, such as money available for doing business in the form of liquid cash securities and credit facilities (Mejri1 & Zouaoui, 2020). Paul and Rani (2015) indicated that commercial houses took a high risk of providing financial assistance to small-size businesses due to the high failure rate that small firms suffer and

even the difficulties for the firms to repay the loans. A study made by Cheng (2015) on lending procedures that banks use in giving loans to small enterprises indicated that the management of banks oversees determining the criteria of how much credit facility that the bank can give to a business owner, and that a good managing team will examine credit facility decisions before granting a loan to business operators. Getting finances from commercial houses to start or run a business is never an easy task due to the risk, and the scope of the firm which is a barrier against the trade to obtain a loan from a commercial house (Alfredo De Massis et al., 2017). However, obtaining home financial loans, savings, and using someone or a personal credit card are possible ways that small-sized-business men can get their finances to improve their businesses (Cherif, 2020).

Serge and Bafon (2015) researched the determinants of small and medium-sized firms; they indicated that small-sized enterprises use more internal financial resources to run their businesses while large firms use more external financial resources to carry out their businesses. Economic possessions seem to be the key backbones for every business, considering that no business can operate without finances (Pylypenko, 2020). Illmeyer et al. (2017) researched the impact of financial management, indicating that the firm's financial resources need proper management to promote the firm's growth and withstand business failure. Barbatu-Misu's (2019) recent study to ascertain the control of economic crises on the act of organizations indicated that companies could fight against economic crises by properly managing the finances of the company and reducing borrowing, which is indebtedness to the company.

Understanding the sources of finance is crucial for every growing business to fight against challenges and grow (Clatworthy et al., 2019). Gumel (2019) researched the contribution of tactical preparation for the advancement of medium and large corporations in Nigeria and opined

that proper planning on internal finances is vital for the small firm's growth. Kozlowski (2019), highlighting the primary sources of internal finances for the business, indicated that the revenue of a firm could come from (a) owners' own capital; (b) partnership; (c) loans from financial leading institutions; (d) support in the form of grants; (e) from sales of bonds; and (f) from collateral securities.

***Human Resources.*** Humanoid capital administration refers to a structure of events and approaches that concentrates on fruitful management of the workforces in the (a) group; (b) industry; (c) enterprise; (d) firm (Fortier & Albert, 2015). Bakator et al.'s (2019) research indicated that human resources in a business are the people who work and are responsible for the management and expansion of other properties in the business to enable the firm to grow. The study of Bahare et al. (2015) opined that the human resource department in an organization or business does have human resources professionals who are responsible for the recruitment, screening, carrying out interviews, and placement of workers to the rightful job positions while the managers, plan, coordinates, and directs those activities of the organization.

The study of Ramlall and Melton (2019) indicated five significant activities of the human resource department in an organization (a) staffing; (b) staff development; (c) compensation and motivation to staff; (d) maintenance of the safety and health of the employees; and (e) enhancing the relationship of workers mostly on labor issues. Alfes et al. (2019) further outlined that small and medium-size business operators builds the pillar to the nation's budget in the industry segment through the management, which (a) hires employees to work for the success of the business; and (b) provides employment opportunities through the business to the community. Dekimpe and Deleersnyder (2017) researched the bearing of human social supply management on corporation presentation, indicated that business operators add strengths to the economy of a nation through

since some members of the community are liable to gain employment in firms, there is a need to educate the employees because business success depends on the effectiveness of the workers. Also, Dekimpe and Deleersnyder (2017) indicated that the personnel of a company could help the business grow through their (a) robust bargaining abilities; (b) creativeness; (c) exemplary production; and (d) self-control.

Cherif's (2020) research on personnel reserves controlling conducts and workers' work in the finance division indicated that workforce possessions organization correlates positively with the job of the employees and enterprise commitment while the employee's job satisfaction had a strong relationship with the enterprise commitment. Oppong (2017) investigation on the role of social store activities and tactics in group dealings highlighted seven human resource activities (a) designing of jobs; (b) recruitment of staff; (c) selection of staff; (d) separation and retention of workers; (e) performance managerial activities; (f) training of employees; and remuneration. Richman (2015) investigated on (1) personnel administration appraisal; (2) improvement evolution; (3) its contribution on business, indicated that for organizations to be high performance, there must be a high value of concentration on human resource development. According to Richman (2015), human resource management positively influences the well-being of employees, while the well-being of the employees leads to business success.

*Structure.* An enterprise structure is an arrangement that enables the company's activities to outline the organization's goals (Ioppolo, 2016). A good business structure allows managers to make a radical decision to promote the selling's evolution and existence (Bokrantz et al., 2019). Ahmadya et al.'s (2016) findings on organization and leadership opined that the characteristics of a business leader (a) behavior; (b) personality; and (c) conduct have a high power on occupational growth and endurance. Besides, Ahmadya et al. (2016) indicated that some capabilities like the

educational training would increase the potentials of better management of the business leader, while veteran family status, background, and functional business skills are also vital.

Burton and Obel (2018) research on the impact of organizational structure on employees, and factors determining the performance of organizations, outlined that an excellent organizational structure should (a) enable the leaders to collaborate with the community; (b) be innovative; (c) active; (d) inclusive; (e) trusted; (f) able to communicate with the team members; (g) be able to make good choices; and (h) be able to give incentives to workers. Thomas et al. (2019) assessment on planning in establishments and how to improve a business's critical components, like performance and corporate social responsibilities, indicated that business leaders should have functional organizations where the line of approaching each other is clear everyone. Sandhu and Kulik (2018), research on organizational structure, advised that managers of firms should develop sustainable programs and improve their executive role.

Gaspari and Luiz de Moura (2020) investigated how the structure of an organization affects a work environment and outlined that (a) the level of communication; (b) level of formalization, and job conditions; influence the organizational structure, while (c) managerial competence is needed to influence creativity and innovation. The findings of Koziol et al. (2015) on the structure of an organization opined that organizational structure could influence the industry's performance. Kao et al. (2015) indicated that the organizational structure designed by experienced managers who desire growth includes programs that cause the workers to work hard, leading to a sustainable business.

***Educational Characteristics.*** Business education enables the entrepreneur and business managers to think, feel, and behave in a way that adds weight to the victory of a commercial venture and provides services that meet the community's satisfaction, leading to the growth and

survival of the firm (Gurses et al., 2015). A study on business education and skills by Badawi et al. (2016) opined that the educational level of the industry leadership and workforce contributes a distinguished position in the management and success of businesses. Cheung (2016) findings on issues relating to future firm's development outlined that business studies should be intentionally integrated as an integral part of the study curriculum because education is necessary for organizations to succeed in their business ventures. Their educational level determines the relationship that the business operators build with the community, both in formal and informal programs (Cheung, 2016). Wei et al. (2019) research on factors affecting entrepreneurial education outlined fifteen factors affecting business growth, some of which include (a) hierarchical roles; (b) lack of self-confidence; (c) educational level qualification of the entrepreneur; (d) economic conditions face by the nation; and (e) the policies of the firm; (f) industry characteristics; and the external factors.

*Downsizing.* Carriger (2018) researched downsizing in business and indicated that downsizing is simply the reduction or trimming down the size of the employees to survive the company. Michael & Ann-Renee (2020) opined that downsizing creates new functional modes for a systematic remedial policy for the business. The process must be in place to enable effective downsizing since it occurs when technological advancement and other short-cuts methods have failed and when managers conclude that the capital input yields little dividends and sometimes low quality due to redundant labor. However, all of them have intricate agreeing details; the most is that the workforce is reduced.

Anekwe (2019) researched the effects of downsizing of employees in organizations and opined that for downsizing to yield its desired fruits, (a) management is required to thoroughly check the different departments of its organization to see how some functions can merge; (b) all

functions must be analyzed in a time and work-related broad scale to ensure that once the process has been launched, there should be clear improvement different in the production chain; (c) care needs to be taken to guarantee a level of understanding that the workers maintained are sufficiently armed with the right knowledge and the tools that enable them cope with the changing situation; (d) during most situations of downsizing, workers need to perform more assignments or multiple tasks while management takes appropriate measures to empower the workers and to train them to handle a broad range of assignments. Hassan (2015) researched how downsizing can improve business performance and indicated that (a) for effective downsizing, managers of companies should consider the market trends; (b) downsizing should consider the other needs of the business; (c) managers should focus on low preformat areas of the organization. This study further indicated that downsizing should focus not only on employees downsizing but also on all business areas.

***Motivation.*** Sumera & Faiza (2015), in their “research on downsizing and human motivation, and explained that humanbeings are ordinarily stirred by desires that are not unfulfilled and while definite lesser features must be fulfilled paving a way for greater needs gratification. To them, there are universal necessities (a) bodily; (b) safety; (c) love; (d) esteem, which when they are made, a person cannot act selfishly in an organization. They further opined that if these desires are fulfilled, an employee will move towards growth and self-actualization, even though some environmental factors could disturb this idea even when needs are being satisfied. The relationship between downsizing and motivation is that of a cause to effect relationship. Malgorzata (2021) researched motivation sanctioned that the impacts of downsizing on motivation are proven. Though downsizing is seen as an anti-social policy, it is often an effective remedial program and motivational focus, especially when significant effective measures accompany it. One of such vital measures should be introducing a spirit of frank communication with the employees (Abubakar,

2017), making sure that the indispensable need to get the employees adequately informed about the state of the economic health of their organization, while downsizing is not compromised. Hope and trust-building through genuine dialogue is, therefore, a crucial element in business, for it is going to boost the morale of employees and stabilize their level of motivation because hope and trust profits employee's motivation to work.

***Downsizing and Satisfaction.*** Zsuzsanna (2021) researched downsizing and satisfaction at the workplace and opined that (a) satisfaction of workers in an organization spread to a general life satisfaction both at the workplace and in the community; (b) the external environment of work influences the feelings of individuals at work; (c) since work constitutes an essential part of life, downsizing influences considerably the general satisfaction of individual toward their life in the community. Aleciane da (2017) conducted thirty-two investigations on work fulfillment and buttressed that (a) employees' satisfaction is a combination of (1) mental; (2) physical; (3) ecological circumstances, which influences someone to pronounce that they are satisfied with my job; (b) self-satisfaction and confession it a natural phenomenon that objective employees must testify about their feelings or level of satisfaction. Ute and Cord-Christian (2015) underscored that job satisfaction is a gratifying or affirmative passionate point caused by evaluation of an individual work and involvements. The summarized that employees' fulfillment elucidates (a) what inspire people come to work; (b) what causes workers gain self-satisfaction or dissatisfaction about the work they do, since downsizing appears as an environmental work situation, which by implication has a significant effect on motivation that is directly linked to satisfaction.

Demotivated employees because of downsizing will be unsatisfied with the job. (Darius N., 2012), scholar discovered that when employees are downsized, it sends a negative signal to the downsized survivors. Many of the employees are absent, permissions are increased, and work to



be done with deadlines attached is piled for some time. General job satisfaction is noticed in the workplace because many of these employees feel future downsizing may attack them also, so they always think of alternatives, thus reducing their interest in the company.

***Downsizing and Performance.*** Ephrem (2021) researched Individual performance in an organization and pointed that (a) the performing abilities and characters of workforce is of high relevance for business setting; (b) great show when realizing a task results in gratification and spirits of self-efficacy when there is a mastery of the job. Downsizing practices in hospitals' performance indicate that employees must speed up their performance when the institution workers have been downsized to produce results (Object Management Group, 2015). Research on downsizing and performance by Robert and Anne (2015) indicates that employees do not perform well because they see themselves as not more than those who were downsized.

**External factors of Business Growth.** The external factors of business growth are those factors that can influence the survival of business outside the business, firm, company, or organization (Aktar, 2016). To ascertain the external factors influencing the development of sales, Rizal et al. (2017) indicated that the exterior setting contains a highly significant bearing on commerce performance. Sitharam and Hoque's (2016) investigation on external factors indicated (a) competition; (b) government policies; and (c) technological changes responsible for business growth.

Agyapong et al. (2017) research on “Factors Affecting the Growth and Survival of Small and Medium-Sized Enterprises in Ghana” revealed that (a) inadequate energy supply and the explosion of new technologies; (b) access to finance; (c) competition as a result of the natural environment; (d) inflation; and (e) government policies, significantly distress the progress move and maintenance of companies. Miñano et al. (2015) indicated that businesses and their

stakeholders do not interact in a vacuum but function in a swirl of (1) social; (2) ethical; (3) global; (d) political; (e) ecological; (f) technological environments that create equally openings and dangers. Shakya (2017) outlined six dynamic forces that powerfully shape business and society relationship (a) dynamic natural environment; (b) explosion of new technology; (c) globalization; (d) evolving government regulations of business; (e) growing emphases of ethical values; and (f) changing societal expectations.

***The Explosion of New Technology.*** Technology enables small and petit establishments to mend their communication including bargaining power as they do trade transactions (Sklyara et al., 2019). Sitharam & Hoque (2016) indicated that technological influence dramatically contributes to the growth of organizations. Saeed et al. (2016) researched the effect of advanced computing and intelligent engineering on business and indicated that business operators should develop strategies to manage innovation and adopt a responsive behavior to adapt to new technologies to overcome business challenges. Technology has helped Small and medium-size enterprises to survive their businesses, though adapting to new skills at the beginning stage is always a challenge. The role of technology in business is to enable firms to improve both the performance and overall effectiveness and the system that will facilitate the organization's growth (Holmlunda et al., 2020).

***Globalization.*** Research on the laws of globalization and business applications by Ghemawat (2017) indicated that globalization is the spread of technology, information, jobs, and products across cultures, traditions, and nationalities to foster free trade. Licsandrua and Cui's (2019) findings on the effect of ethnic marketing on the global customer and the challenges indicated that globalization had fostered competition in business, though with some negative consequences, including a decline in the sales of some home-made products. Vakkayil and

Chatterjee's (2016) findings on globalization paths and the search for alignment and uniqueness by top firms indicated that a universal environment has led to international trade and cross-cultural businesses. International trade has also led to dumping in-home small-size businesses. Research on the effects of business management indicated that globalization has (a) improved competitive performance of the enterprises; (b) advanced technology; (c) reduced some prices of products; and, (d) brought new market opportunities (Ashman et al., 2018). The different forms of business today are also a challenge to the entrepreneur (Haenlein, 2019).

***Evolving Government Regulations on Business.*** Government regulations on business are the influence of state government and local policies on the operation of enterprises. Divanbeigi and Ramalho (2015) indicated that the role of government policies is to regulate the activities to allow a good business relationship between the citizens and the business operators. Graafland and Boveberng (2019) researched government impact on business operations and how enterprises influence the environment indicated that motivation from the administration is necessary for business success because the inducement stimulates the performance workforce. The findings of Mahadea and Kabange (2019) on how government policy affects business institutions in Cameroon underscored that (a) government rules affect entrepreneurship; (b) Cameroon policy on business adversely affect business performance, hence causing entrepreneurs to suffer; (c) the influence of the government does not help business owners to yield a profit; and (d) Cameroon government need to provide a more conducive environment for business growth and survival by also promoting ethical values in the policies.

***The Growing Emphasis on Ethical Values.*** Walker & Lovat (2016) researched ethics and morals and highlighted those ethical values govern conduct and answer worries of decency in society and those morals depict the conduct of individuals within a setting. Wright (2015)

researched to understand social and behavioral science, opined those values are believed, and philosophical views surround life and define how people should have or act in society. The behavior of individuals in society influences the business in that locality, and therefore, business operators need to conduct the way they live and behave within a given society (Voorhees et al., 2019). Mahadea and Kabange (2019) researched individuals' decisions in the community indicated that the values of the businesspersons could affect a business in the positive direction and in the negative direction, depending on the choice of actions the individuals take.

*Changing Societal Expectations.* Dodd (2018) findings on the impact of a shift on social prospects that encircled leadership, and the purpose of the industry and administrative society, indicated that (a) democracy in business is a public good; (b) business facilitates a significant part in decision making, and in addressing challenges facing the society; (c) political institutions contribute to collaboration in political issues; (d) proper business communications in the society will significantly improve business. Wirtz et al. (2016) indicated that innovations in business would also positively affect society's expectations, and therefore firms should strive to consider innovation as an integral part of business success. The expectations of the individuals in the society significantly influenced their purchasing power (Adms et al., 2016). Hamaria's (2019) findings on the effects of brand engagement and equity highlighted that branding in business could influence society's expectations of society since many people in the society do not follow choices and need.

### ***Challenges Faced by Business Owners and the Leaders in Business Settings***

Almahfadi (2019) opined that leadership challenges in organizations are the difficulties that the frontline persons of industries face in managing their business activities. Cosgrove and Loucks (2015) highlighted that every business goes through problems or difficulties, but the underlining factor is how the executive navigates through such awkward moments to militate against the firm's

collapse. Trials in business are the problems resulting from the unfortunate working connections of the business leaders in the organization (Hamann et al., 2020). Tulenheimo (2015) findings indicated that to solve the problems firms faced and promote industry growth and survival in an institution, (a) business frontline persons should pay close attention to the problems that the industries are facing; (b) firm's executives should pay close attention to societal ills arising in companies because of lack of reasoning between the frontrunners and the subordinates.

Any business that does not have trials will grow but may not withstand rivalry due to little or no experience in the growth process because trials prepare the business to face opposition (Berrone et al., 2016). Groddal and O'Mahany (2017) researched problems in industries and indicated that work difficulties in the firms result from rivalry and the inability of the frontline persons to prioritize the firm's objectives and overcome the organization's problems. Cheng (2015) indicated that trials in industries result from the bias actions taken by lead persons in the organization that can bring forth conflicts within the firm, leading persons to guard against discrimination in their businesses. Tsie (2017) researched the modern system of government facing trials and highlighted those tough times are familiar to many firms and business operators need to develop ways to overcome the difficult moments and prevent existing businesses from closure.

Aarseth et al. (2015) researched inclusive development in the business sector. They analyzed data collected from two hundred and forty-six participants and indicated that the most significant trials the frontline persons of the industries faced were (a) how to manage the exterior patrons; (b) the influence of the national authority; (c) how to meet the domestic needs of the public; (d) how to overcome opposition facing community commerce around the same locality, and (e) limited assistance from rowing industries. Cletus et al. (2018) empirical research to understand serious problems affecting various dogmas on incorporation and association in working

settings indicated that (a) managing workers intricacy; (b) being able to solve problems; (c) handling of workers professional talents; and (d) promoting output, has been some of the trials faced by the managing body of firms. Amarasekara (2017) studied the state of firms and their difficulties and opined that (a) the regime rules on trade affect trades; (b) the inability of firms to sustain development affect the growth and survival of the commerce; (c) the effects of regime rules and the inability of the firm to sustain growth are a test to the organization, and (d) the operational culture affects business.

Osborne and Hammoud (2017) carried out an interview on four organizational executive members with business experiences to understand the problems pricking the business sector and highlighted that (a) compensation to employees; (b) acknowledgment of the different competencies that employees have, and (c) building a solid cohesion between the workers, and the managers will limit trials faced by executive members of the firm. An excellent collaborative working relationship between the lead persons of an organization and the employees will build stable relations that eliminate trials faced by the firm's governing bodies (Hamann et al., 2020). Berrone et al. (2016) led an investigation on two hundred and forty-five communities to find out how the institution's welfare influences rivalry in companies and concluded that (a) unjust revenue may lead to a decline in competition; (b) a diminution in the business race will further drop efficacy of the employees; (c) regime rules affect business growth; (d) limited funds will lead to an increase in the trials faced by the organization.

Asongu and Odhiambo (2019) researched the obstacles in making trade in Africa and indicated that (a) inadequate funds to start a firm; (b) poor supply of electric energy; (c) high regime charges, and (d) lack of collaboration in trade deals by business operators is the significant problems that business leaders faced. Campbell (2015) researched management trials in companies

and opined that (a) business leaders should fight against external forces that adversely affect businesses; (b) the leaders in organizations should fight against internal forces that adversely affect trade activities, and (d) business leaders should develop ways of coping with the fundamental government policies on business that militate against business success. Following the study of Hao and Yadzanifard (2018) on the efficacy of enterprises, they indicated that key persons of corporations go through several difficulties in the execution of their management role like (a) managing workers complications; (b) handling of workers expert talents; (c) being able to solve problems; (d) promoting efficiency; (e) able to overcome executive failures; (f) handling the procurements in the industry with regards to the employees of the industry.

Kebede and Abetwe (2017) investigated the drivers that encouraged business growth in Sub-Saharan Africa and observed that (a) business policies from establishments and governments settings do not favor organizational growth; (b) leaders in organizations do not give adequate attention to the problems that workers faced; (c) some members of the organization are not trustworthy leading to business closure; (d) outside forces contribute to business failure; (e) poor organogram with tribal tendencies has a negative influence on business growth; (f) over-expansion of business could lead to the organizational failure, and (g) over-concentration of powers on the entrepreneur, could limit the success of a firm. Kazinguvu (2017) researched the tactics to improve trade with data collected from forty participants via interviews indicated (a) risk; (b) inadequate supervision of personnel; (c) governance errors; (d) lack of trust; (e) carelessness by staff, and (f) lack of forecast, as the major problems faced by the control persons of firms. Nehemiah (2017) investigated how purchasing, and delivery management affected organizational success in Africa aided by a sample size of forty-five industries and opined that (a) purchasing and delivery

difficulties; (b) lack of dynamism; (c) limited funds; and (d) slow speed, were some of the trials that organizations faced in running their businesses.

Abtew (2017) studied to assess the reason for the closed of the Era Improvement Objectives and opined that (a) conflicting views of the regime divisions and private organizations retards the firm's growth; (b) rivalry had been a significant force that executives of business setting battle within the management of their industries; and (c) the firms need more tactical ways of dealing with opposition to survive their businesses from collapsing. Akimana (2017) researched Small firms in Africa using a qualitative approach to assess the internal and external drivers that bring about difficulties in small firms, and opined that (a) inadequate skill on inter-trade; (b) inability to identify quality goods, and to meet demands where internal problems business leaders faced; while (c) rivalry in inter-country trade; and (d) little or no knowledge on internet trade, were external trials faced by business leaders. Nyamulinda and Gaju (2017) researched the performance of small businesses in Africa and found out that (a) sociopolitical; (b) managerial issues; (c) outside forces; (d) limited knowledge of the lead persons; and (e) how to manage sociopolitical conflicts were the significant difficulties that business owners face in managing their firms in Africa.

Scholastic characteristics of the business owners matter much in running a business, and any frontrunner of a firm that does not strive to be abreast with the standard commercial knowledge or new trends in business development will be a headache not only to the business owner but also to the firm (Kang & Kue, 2020). Asfaw (2017) researched the problems that hinder business improvement in Africa and opined that the significant challenge that hinders business success is to help individuals in the community welcome new inventions. Ndagijimana and Barayandema (2017) researched the troubles that internal communication in industries poses on businesses. One hundred six participants in sixty industries responded to the questionnaire, and the data analyzed



indicated that the business sector lack qualified accountants for proper financial management and that trade operators to manage their businesses need education.

Esone & Tsambou (2017), researched industry's output and the link between transformation and the impact of transformation through information communication technology on small business in 93,969 companies, opined that most business operators in the business sector lack innovative mindset to carry out their businesses with ease. Habiyaemye et al. (2017) researched the critical areas of constituting small businesses and the ability of small businesses in Africa by assessing 101 businesses and indicated that lack of job rotation drastically affects small businesses. Nimusima and Tumwine (2017) researched the impact of motivation on business settings and opined that motivation significantly influences productivity. Garcia and Mojica (2015) researched the drivers that influenced the success and failure of small-size firms and indicated that limited finances and lousy leadership styles are the most significant trials affecting the growth of industries.

The challenges faced by business operators are categorized as external and internal. The business operators have control over internal encounters and can regulate or prevent. External challenges are forces that the business operators can only mitigate but do not have complete control over them (Babandi, 2019).

Vlachou and Iakovidou (2015) researched the development of training on the location of enterprises and opined that industry location is the command that pushes employment. On the stated basis, the positioning of institutions in the native and regional locations are crucial factors that influence industry growth. The study of Clouse (2017) specified that the location of industries should be in thickly populated areas so that the businesses can grow to maturity. Cifranič, 2016 studied the location of industry and opined that business operators should consider (a) nearness to

the people; (b) nearness to the source of raw materials; (c) nearness to the source of labor; (d) nearness to the source of power; (e) transportation; (f) waste disposal; (g) regime influences; (h) availability of some facilities like water amongst other vital ones, depending on the need of the people. Research by Tavakolnia and Makrani (2016) on the location of business, competition, and profitability opined that the business location positively or negatively affects the growth and survival of the trade. Most companies suffer business demise due to their location.

A study by Eze et al. (2015) in the University of Calabar, Nigeria, to understand how the location of a business affects the business, indicated that the relation between the business location and the customers depends mainly on eight factors (1) increase cost; (2) competition; (3) reduction in demand; (4) poor communication; (5) growing customer base and need; (6) government incentives; (7) improved transportation, and (8) available communication systems. Any industry's location should consider the population served by the business, the survival of competition, and the maintenance of growth (Sjaifuddin, (2020). Zeqiraj and Nimani (2015) researched taxes and their effects on the business environment and opined that the location of a business in an environment influences the firm's revenue through the taxes the business pays. Therefore, the location also determines how much the business will generate to cope with taxes.

Chin (2020) indicated that although many businesses rely on the customers to survive, the owners of the industries need to consider the position where the organization is set up and the demographic characteristics leading the business to achieve growth. Consequently, the creation of businesses needs a better understanding of whom the business is going to serve, and the location of an industry that is appealing for the young population should not be in a setting where the bulk of the people above 50 years are found (Makarova & Berlin, 2020). Amir and Masoud (2020) indicated that business operators whose companies depend on the indigenous community to

survive should make sure that (1) there are no competitors around the locality that might hinder the growth of the industry; (2) there are customers to patronize the business, and (3) there is the availability of space for the business operations and storefront space. Garcia and Mojica (2015) investigated business locations and indicated that the location of an industry determines (1) the size of the business; (2) corporate social responsibilities that the business will provide; and (3) the request and delivery of merchandises and amenities which both affect the firm's income level. In their findings, Foss and Saebi (2016) further indicated that the business manager's knowledge to exploit and identify market opportunities would positively rate more than the one that the managers have less knowledge of exploiting and identifying market opportunities.

Legros et al. (2016) researched the location of industries theory and decisions made by business owners. They opined that the relationship of the business location to that of the people have substantial consequence on the trade and which the business is not essentially affected much by the other businesses or the manufacturing company. A business site's desirability influences the individual's appreciation for the business, particularly the potentials that the area has to draw, maintain, and create business investment opportunities (Snieska et al., 2019). Logros et al. (2016) findings of on where to set up a profitable organization indicates that the desirability of business locations will influence business success, labor supply, and materials resources availability. On similar findings on business location, Snieska et al. (2019) indicate that the attractiveness of an industry's location will influence business success, labor supply, and materials resources availability.

Financial resources are the required apparatuses, such as money available for doing commerce in the form of liquid cash securities and credit facilities (Mejri1 & Zouaoui, 2020). Paul and Rani (2015) opined those commercial houses took a high risk of providing financial assistance

to small-size companies due to the high failure rate that small firms suffer and even the problems for the firms to repay the loans. Cheng (2015) researched the lending procedures that banks use in giving loans to small enterprises and indicated that the management of banks is in charge of determining the criteria of how much credit facility that the bank can give to a business owner. Also, a good managing team will examine credit facility decisions before granting a loan to business operators. Getting finances from commercial houses to start or run a business is never an easy task due to the risk and based on the business's size, which acts as a barrier against the business to obtain a loan from a commercial house (Cherif, 2020). However, obtaining home financial loans, savings, and using someone or a personal credit card are possible ways that small size-business men get their finances from to improve upon their businesses (Alfredo De Massis et al., 2017).

Barbatu-Misu's (2019) recent study that targets the role those economic crises have on the success of establishments opined that companies could fight against economic crises by properly managing the company's finances and reducing taking credit facilities which are indebtedness to the enterprise. Serge and Bafon (2015) researched the determining factor of inner assets of growing firms. They indicated that small-size enterprises use more internal financial resources to run their organizations while large firms use more external financial resources to survive their businesses. Fiscal funds surface as one of the key strengths of every business, considering that no business can operate without finances (Pylypenko, 2020). Illmeyer et al. (2017) researched the impact of financial management, indicating that the firm's financial resources need proper management to promote the firm's growth and withstand business failure.

Clatworthy et al. (2019) researched to understand the sources of finance to a business indicated that finances for business survival are crucial for every growing business to fight against

challenges and grow. Gumel (2019) researched the touch of calculated forecasting on the improvement of sells in Nigeria and opined that proper planning on internal finances is vital for the small firm's growth. Kozlowski (2019), highlighting the principal sources of internal finances for the business, indicated that the revenue of a firm could come from (1) owners' own capital; (2) partnership; (3) loans from financial leading institutions; (4) support in the form of grants; (5) from sales of bonds; and (6) from collateral securities.

The study of (Miehea et al., 2016) indicates that material resources are valuable assets (timber, glass metals, plastics, and plants) found in the natural world with practical use and human beings. Tezera and Yadesa (2017) researched the valuation of measurable resource use rehearses and trials and indicated the role of material resources in business which depends on the (a) management in place; (b) communication; (c) strategies; (d) the value of the material. Amit and Schoemaker (2016) researched the impact of financial resources and state that business resources are available factors or inputs that are both tangible and intangible and are owned and controlled by the firm, which includes (a) possessions; (b) plant and equipment; and (c) humans. Moreover, the same research by Amit and Schoemaker (2016) further indicated that the nature of resources and skills to arrange and improve the worth are central to strategic management. Kowalski (2016) opined that information technology is an excellent example of material deployments that extends business activities to other countries without the business operator's necessary move from his or her location.

Material resources are necessary assets for every business to survive in the short and long run (Tezera & Yadesa, 2017). Alfredo De Massis et al. (2017) findings on innovation with limited material resources outlined that (a) innovation; (b) entrepreneurship; (c) strategy; (d) dynamic capabilities; and (e) ecosystem are vital in the management of resources. OECD's (2018) findings

on global material resources outlook to 2060, focusing on economic drivers and environmental effects, indicated that the demand for goods and services would increase in the future, leading to a more search for material resources to cope with the increasing demands.

Personnel resources administration is an arrangement of undertakings together with tactics focusing on the successful management of workforces at the level of an organization or a firm (Fortier & Albert, 2015). Bakator et al. (2019) researched human resources contribution to the business. They indicated that human resources in a business are the people who work and are responsible for the management and development of other resources in the business to enable the firm to grow. The study of Bahare et al. (2015) on human resources on business opined that human resource division in an organization or business does have human resources experts who are responsible for the enrollment, selection, carrying out interviews, and assignment of workers to the rightful job positions while the managers, plan, coordinates, and directs those activities of the organization.

Ramlall and Melton (2019) studied human resources impact on business and indicated five significant activities of the human resource department in an organization (1) staffing; (2) staff development; (3) compensation and motivation to staff; (4) maintenance of the safety and health of the employees; and (e) enhancing the relationship of workers mostly on labor issues. Alfes et al. (2019) further outlined that small and medium-size business operators are the spine to the government in trade division through the management, which (1) hires employees to work for the success of the business; and (2) provides employment opportunities through the business to the community. Dekimpe and Deleersnyder (2017) researched the effect of workers and resource supervision on business performance, indicated that business operators add strengths to the economy of a nation through since some members of the community are liable to gain employment

in firms, there is a need to educate the employees because business success depends on the effectiveness of the workers. Also, Dekimpe and Deleersnyder (2017) researched human resources available for business operations and indicated that the personnel of a company could help the business grow through their (a) resilient bargaining talents; (b) ingenuity; (c) unbreakable effort; and (d) self-restraint.

Oppong (2017) investigated the function of human resource activities and tactics in cluster associations and highlighted seven human resource activities (1) designing of jobs; (2) recruitment of staff; (3) selection of staff; (4) separation and retention of workers; (5) performance managerial activities; (6) training of employees; (7) remuneration. Cherif (2020) researched the contribution of anthropological resource management practices and laborer's work in the lending segment and opined those human resources management correlates positively with the job of the personnel and firm's commitment while the employees' job satisfaction had a strong relationship with the enterprise commitment. Richman (2015) researched the role of human resource management in business improvement and evolution. His contribution indicated that for organizations to increase performance and be at the top, there must be a high value of concentration on human resource development. According to Richman (2015), human resource management positively influences the well-being of employees, while the well-being of the employees leads to business success.

Ioppolo (2016) opined that an enterprise structure is an arrangement that enables the company's activities to outline the organization's goals. Bokrantz et al. (2019) indicated that a good business structure allows managers to make a radical decision to promote the business's growth and survival. Ahmadya et al. (2016) researched the organization and leadership structures and how they influence business survival and opined that the characteristics of a business leader (a) behavior; (b) personality; and (c) conduct, have a high impact on business growth and survival.

Besides, Ahmadya et al. (2016) opined that some capabilities like the educational training would increase the potentials of better management of the business leader, while veteran family status, background, and functional business skills are also vital.

Gaspari and Luiz de Moura (2020) studied the effects of the arrangement of an organization on the work environment, and the outcomes of their findings revealed that (a) the level of communication; (b) level of formalization, and job conditions; influence the organizational structure, while (c) managerial competence is needed to influence creativity and innovation. The findings of Koziol et al. (2015) on the structure of an organization opined that organizational structure could influence the industry's performance. Kao et al. (2015) researched the structure of an organization and highlighted that the organizational structure designed by experienced managers who desire growth includes programs that cause the workers to work hard, leading to a sustainable business.

Thomas et al. (2019) investigated the planning of establishments and how to improve the critical components of a business, like performance and corporate social responsibilities. His findings revealed that business leaders should have functional organizations where the line of approaching each other is clear to everyone. Burton and Obel (2018) researched the impact of organizational structure on employees and factors determining the performance of organizations and outlined that an excellent organizational structure should (1) enable the leaders to collaborate with the community; (2) be innovative; (3) active; (4) inclusive; (5) trusted; (6) able to communicate with the team members; (7) be able to make good choices; and (8) be able to give incentives to workers. Sandhu and Kulik (2018), research on organizational structure, advised that managers of firms should develop sustainable programs and improve their executive role.



Gurses et al. (2015) studied business education; they outlined that business education enables the businessperson and business managers to think, feel, and behave in a way that contributes to the success of the business and provides services that meet the community's satisfaction, leading to the evolution and endurance of the firm. Badawi et al. (2016) studied business education following skills that promoted organizational growth and the benefits to the community and indicated that the educational level of the industry leadership and workforce has a trivial function in the controlling and firms 'survival. Cheung (2016) researched the surrounding issues relating to future firm's development and opined that business studies should be intentionally integrated as an integral part of the study curriculum because education is necessary for organizations to succeed in their business ventures. Cheung (2016) researched the association that the business workers build with the public established that their educational level highly determines firms' operators' relationship with the public in formal and informal programs. Wei et al. (2019) researched the drivers affecting entrepreneurial education and indicated fifteen factors that affect business growth, some of which include (1) hierarchical roles; (2) lack of self-confidence; (3) the educational level of the entrepreneur; (4) the economic conditions of the nation; and (5) the policies of the firm; (6) industry characteristics; (7) the external factors.

Aktar (2016) researched the external factors of business growth and opined that the external factors of business growth are those drivers that can affect the survival of industries outside the (a) corporate, (b) firm, (c) organization. To establish that the exterior elements influence the growth of a business, Rizal et al. (2017) researched the effect of external factors on business and indicated that the external setting has a highly significant control on the performance of a business venture. Sitharam and Hoque (2016) studied the external factors of the business and outlined (a)

competition; (b) government policies; and (c) technological changes responsible for business growth.

Miñano et al. (2015) established that industries and their shareholders do not interact in space but do function in a circle of (a) social; (b) ethical; (c) global; (d) political; (e) ecological; (f) technological environment, that produces both opportunities and threats. Agyapong et al. (2017) concluded research on the “Factors Affecting the Growth and Survival of Small and Medium-Sized Enterprises in Ghana” and indicated that (a) insufficient energy supply and the explosion of new technologies; (b) access to finance; (c) competition because of the natural environment; (d) inflation; and (e) government policies, significantly move the evolution and promotion of Enterprises. Shakya (2017) indicated six vibrant forces that robustly shape trade and society relationship (a) active natural environment; (b) explosion of new technology; (c) globalization; (d) evolving government regulations of business; (e) growing emphases of ethical values; and (f) changing societal expectations.

Sitharam & Hoque's (2016) investigation on technology's effect on business indicated that technology dramatically contributes to the growth of organizations. Saeed et al. (2016) researched the effect of innovative computing and intelligent engineering on business and indicated that business operators should develop strategies to manage improvement and adopt a responsive behavior to adapt to new technologies to overcome business challenges. Technology has helped Small and medium-size enterprises to survive their businesses, though adapting to new skills at the beginning stage is always a challenge. Holmlunda et al. (2020) researched the role of technology in business and indicated that technology in trade enables firms to improve both the performance and overall effectiveness and the system that will facilitate the organization's growth.

Ghemawat (2017) researched the laws of globalization and business applications in the community and indicated that globalization is the spread of (a) technology; (b) information; (c) jobs; (d) products; (e) across cultures; (f) traditions; (g) national to foster free trade. Licsandrua and Cui (2019) researched the effect of ethnic marketing on the global customer and the challenges faced and outlined that globalization had fostered competition in business, though with few negative consequences, including a decline in the sales of some home-made products. Vakkayil and Chatterjee (2016) researched the globalization paths and the search for alignment and uniqueness by top businesses. They indicated that a collaborative environment has led to the development of international trade and cross-cultural businesses and has also led to dumping in-home small-size businesses. Ashman et al. (2018) researched the effects of business management on the firm's progress and indicated that globalization has (a) improved competitive performance of the enterprises; (b) advanced technology; (c) reduced some prices of products and, (d) brought new market opportunities. Haenlein (2019) researched the different forms of businesses practiced and indicated that the forms of business practice today are a challenge to the entrepreneur.

Divanbeigi and Ramalho (2015) researched government regulations on business and indicated that the regime's regulation on business is the influence of state government and local policies on the operation of enterprises. The research by Divanbeigi and Ramalho (2015) further indicated that the role of government policies is to regulate the activities to allow a good business relationship between the citizens and the business operators. Graafland and Boveberng (2019) researched government impact on business operations and how small and medium-size enterprises influence the environment indicated that motivation from the administration is necessary for business success because the inducement stimulates the performance workforce. Mahadea and Kabange (2019) findings on how government policy affects business institutions in Cameroon

underscored that (a) government rules affect entrepreneurship; (b) Cameroon policy on business adversely affect business performance, hence causing entrepreneurs to suffer, (c) the influence of the government does not help business owners to yield a profit, and (d) Cameroon government need to provide a more conducive environment for business growth and survival by also promoting ethical values in the policies.

Walker & Lovat (2016) researched ethics and morals and indicated that ethical values govern conduct and answer worries of decency in society and that morals depict the conduct of individuals within a setting. Wright (2015) investigated the impact of social change to understand social and behavioral science and opined those values are beliefs and philosophical views surrounding the life and define how people should have or act in society. The behavior of individuals in society influences the business in that locality, and therefore, business operators need to conduct the way they live and behave within a given society (Voorhees et al., 2019). Mahadea and Kabange (2019) investigated individuals' decisions in the community indicated that the values of the businesspersons could affect a business in any direction, depending on the choice of actions the individuals take.

Dodd (2018) researched the impact of unstable common hopes that encircled leadership and the impact of the business place and administrative society and indicated that (a) democracy in business is a public good; (b) business facilitates a significant part in decision making, and in addressing challenges facing the society; (c) political institutions contribute to collaboration in political issues; (d) proper business communications in the society will significantly improve business. Wirtz et al. (2016) opined that business improvements would also positively affect society's expectations, and therefore firms should strive to consider innovation as an integral part of business success. The expectations of the individuals in the society significantly influenced their

purchasing power (Adms et al., 2016). Hamaria's (2019) findings on the effects of brand engagement and equity highlighted that branding in business could influence society's expectations since many people do not follow choices and need.

Campion-Awaad (2016) researched the challenges of business operators and indicated that, there is a limited number of qualified clinical specialists in specialized clinics to assist those who are aging and make use of advantages to give proper services. Further, the deteriorating figure health personnel is the number problem in care provision, limiting the number of medical persons practicing and as a results (a) many healthcare providers wish carrying for junior clients with severe health conditions than those with less complicated challenges; (b) the opposing views of healthcare workers concerning older persons shows up in the attitudes; (d) there is also an increasing desire to keep workers that are already serving in high positions. Hippisley-Cox et al. (2015) researched health business challenges and indicated that (a) healthcare services are highly needed to take care of the elderly people who are living to old ages, and that by 2030, an estimated rate of millions of old people be living with health challenges lacking those to take care of them, which is averagely, twice the number in 2005. The need for experience health workers that are registered are needed to take care of patients with (a) functional disabilities; (b) give consumer preference for home care nursing services; (c) promote nursing technology (National Information Board, 2020).

In addition to an increasingly elderly population, another trend that hinders the growth of health care business is (a) the increasing dependence on information technology; (b) inadequate incorporation of technology into the healthcare setting; (c) lack of insertion of an electronic medical program has been a restriction to facilities providing medical care and limiting access for patients with acute fitness past (HSCIC, 2015). Dunhill (2015) researched trends in health care

business and opined that (a) there is a continuous alternation among health systems to embracing health information technology contributing to inconsistency in care provision in health facilities; (b) not healthcare systems professionals have the required computer knowledge necessary for patient care information recording; (d) healthcare providers are retiring without a quantifiable number recruited to replace them. This increase in the trends in the health profession is progressively becoming disturbing.

***Leadership Structure/ Leadership Styles Practiced in Business Settings.*** The structure of most leadership is the reason for its business failure (Gaspari and Luiz de Moura (2020). Sklyara et al. (2019) researched the reputation of original technology on firms and opined that technology enables small and medium-sized businesses to improve their communication process and bargaining power as they do business transactions.

Al-Malki and Wang (2018) investigated the role of governance style on worker's conduct and indicated that the style of management adopted by a particular leader could affect the workers adversely or positively in the execution of their work. Kilani (2016) studied the impact of frontline persons in firms and administered a well-structured questionnaire to three hundred and twenty-two participants. The findings indicated that the lead person's leadership style influences business growth, and the workers are motivated to work when they have a vibrant supervisory body in place. Norlina et al. (2015) researched controlling influence on personnel work performance and recommended that managers should be able to choose the best governing style to use as they lead but noted that transactional management style is the best form for commercial houses.

Wen et al. (2019) researched the influence of the proper management style on personnel performance in Africa and opined that the transformational leadership style significantly facilitates performance. Gandolfi and Stone (2018) researched leadership relationships with the performance

of employees and opined that amongst the different classes of governing styles, the servant governing method is the most appropriate leading style in an organization. Khajeh (2018) investigated the impact of different leading styles in firms and outlined that (a) many governing styles affect performance at the worksite; (b) transformational, coaching, autocratic, democratic leadership styles have a positive significance on the organization performance; while (d) charismatic, and transactional managing styles have an adverse result on the performance of firms, and (e) managers leading organizations need a deeper reflection on the appropriate leading style before they take.

***Laissez-Faire Leadership.*** The findings of Breevaart (2019) indicated that Laissez-faire governance is a form of management that gives power to the employees, and the leader does not care about what is happening, and this style of leadership is least appealing. Iqbal (2015) researched the effects of laissez-faire management on businesses and indicated that (a) the leadership style promotes crime wave in the organization since many workers commit crimes and go unpunished; (b) the management method does not promote group dynamics, hence an awful management style for business operators. Ekmekci and Tosunoglu (2016) researched laissez-faire governance with data collected from one hundred and twenty-nine respondents, opined that the leading laissez-faire approach reduces the level of trust and hard work that the employees have for the work the leaders.

Diebig and Bormann (2020) researched the laissez-faire leading approach, and with the help of a questionnaire from two hundred and one respondents indicated that laissez-faire leading approach (a) negatively affects the business; (b) cripples the business, and (c) demotivates the employees of the organization from hard work. Lorber et al. (2015) indicated that laissez-faire governance instilled laziness in the staff and demotivated the worker from being creative. Yang

(2015) researched the favorable effects of laissez-faire governance on firms and indicated that the governance approach adversely affects organizational performance. Li et al. (2019) researched the effects of laissez-faire governance on personnel conduct and opined that the management approach adversely influences staff performance and causes staff to be less duty conscious.

***Democratic Governing Approach.*** Igbaekemen and Odivwri (2015) researched the effects of democratic leadership style on workplace conduct and opined that (a) the leadership style allows subordinates to participate in decisions making; (b) the governing approach influences the group ideas and contribute to the overall success of the group; (c) the conclusion of self-governance is satisfactory to the group, and (d) sometimes the leaders allow followers to advocate for the choice of their decision by the show of hand following the views of the majority. When subordinates take or participate in decision-making, the group members feel satisfied that they are part of the team, and they also avoid anarchy in the name of democracy (Kilani, 2016). Belrhiti et al. (2020) indicated in their study that a leader using a democratic self-governing style to (b) build consensus through participation and this makes the work lighter for everyone; (b) focus attention on what the group members think; (c) give a listening ear to the team member's ideas, and (d) proves ownership of a decision taken for the good of the group.

Kilicoglu (2018) researched representative governance in school institutions and opined that the management style builds association amongst team members and promotes growth through the broad participation of all businesses. Kalu and Okpokwasili (2018) researched the impact of representative governance on employee performance in industries and indicated that the representative management approach positively affects personnel attitude at the workplace. McCorquodale et al. (2017) indicated that despite the valuable indications of the self-governing



leadership approach, the governing style is not the best choice in an emergency when time is limited or when team members are not adequately informed offer direction to the leader.

*Charismatic Leadership.* Sacavem et al. (2017) opined that charismatic leadership encourages behaviors in others and stimulates supporters to have issues handled or addressed using eloquent and persuasive communication influenced by the leader's personality. Martin (2016) researched the effects of persuasive leadership on personnel performance and indicated that (a) charismatic governance allows the enigmatic leader to manifest his or her extreme power; (b) charismatic leader persuades the followers to change their values and beliefs; (c) charismatic leadership helps to accelerate business growth from failure to success. Enfermagem (2019) researched the impact of magnetic management on the nursing profession and opined that leadership is necessary for nurses in crises.

*Visionary or Strategic Leadership.* Dhammika (2016) researched the role of visionary leadership on personnel performance and indicated that the visionary management style could create and articulate transparent dreams, providing meaning and purpose to the work of an institution. Kadir et al. (2020) researched the impact of visionary leadership on business and indicated that the visionary leader develops his/her vision and shares the dreams with subordinates. Brunelle and L'Ecuyer (2018) investigated the role of the idealistic leadership style of managers on businesses and indicated that (a) the leader should be able to recognize the proper steps to take when dealing with the staff; (b) the leader should bear the vision and communicate it to the team to follow, and (c) the leader should help other leaders of the organization to focus on the (1) dream; (2) purpose; (3) and the goals of the business setting.

Ates et al. (2018) researched the impact of visionary leadership on the business sector and indicated that (a) creative and farsighted leaders always transform their visions into realities; (b)

the visionary leader should practice the leadership style with care because a wrong vision conceived could be implemented or followed by the followers. Rahman et al. (2018) indicated that an idealistic leader catches a vision, strategizes it, and pursues the team to achieve it or target the dreams as they manifest in fullness. A farsighted leader helps the team understand what the future holds and make strategic plans to survive the business (Alhyasat et al., 2018).

***Coaching Leadership.*** According to Vesso & Ruth (2016), coaching is a confidence relationship based on common conviction among the coach and the followers where the trainer asks questions through conversations and receives feedback, then helps the team achieve their goal based on their available resources. Terblanche et al. (2017) researched what significance has drilling guidance against firms and indicated that the leadership (a) teaches and supervises followers; (b) focuses attention where operations need improvement; and (c) helps followers to improve their skills. (Hofman's (2018) researched the impact of drilling leadership and opined that drilling leadership improves the growth and survival of firms and assists the team members to develop their potentials. Karlsen (2015) researched the role of drilling leadership in business and indicated that drilling leadership style (a) creates value in the entire team; (b) enhances the relationship of team members; and (c) builds the capacity of the team to perform. Hughes and Abertyn (2017) researched the role of drilling leadership on organizational performance and indicated that an experienced coach focuses on the team's dreams.

***Facilitative Leadership.*** Chen et al (2017) researched the huddles of facilitative governance on work production and opined that the leadership focuses attention on (a) improving the workforce; (b) improving the quality of the business, and (c) providing an excellent social relationship between the leaders and the employees. The study of Amiri (2015) indicated that facilitative leadership is one of the evolving leadership paradigms in organizations and public

establishments, and the governance model causes the leader to be active and collaborative. Kaimal (2017) researched facilitative governance on structural presentation and indicated that (a) the leadership style improves the efficacy of the firm; (b) the leader uses the management style to direct the processes of the firm, and (c) the leader enables the people to carry on the task while the lead person merely plays the role of a facilitator. Icon et al. (2017) researched the facilitative governance approach and opined that the governing method focuses on (a) growing self; (b) growing others, and (c) reflecting deeply on how to face future problems.

***Transactional Leadership.*** Bass (1990) researched the transactional leadership style of governance and indicated that leadership involves a give-and-take step where the subordinates receive prompt rewards for executing the instructions of the leader. Khalil et al. (2016) researched transactional governance and opined that leader using the management style compensate followers for hard work and sanction employees for failing to meet the task. Meghirkouni (2018) indicated that directors whose managerial approach is transactional, receive precise responsibilities to achieve while providing payments or sanctions the group members following the outcome of their presentation.

***Team Leadership.*** Fung (2018) researched the impact of management in establishments and indicated that the team leader's character is to influence the employees to work collectively and that the group leader breaks large groups into smaller teams for easy supervision. Johnson (2016) findings on team leadership outlined that (a) team headship would allow the team leader to share a large group into groups; (b) cultural diversities are a hindering to growth or success; (c) language barriers hinder team survival or success; (d) team leaders should guard against clashes when dealing with groups, (e) through the team leader motivates the group to hard work, an error by the team leader can affect the entire team since everyone pays excellent allegiance to the team

leader. Haar et al. (2017) opined that the team leaders should endeavor to see that every team has a crew leader to avoid clashes among team members. Bhatti (2019) opined that crew leadership might fail because of weak leadership potentials.

***Participatory Leadership.*** Lythreatis et al. (2019) researched inspiration that participatory control has on employee's contribution and outlined that (a) participatory leadership causes the employees to work hard and maintain the growth of the firm based on their joined efforts; (b) the manager inspires and provides a strong sense of purpose and direction to the team, and (c) the leader takes part in the activities that the workers are working on. Fatima et al. (2017) opined that sharing headship is about working with the hearts and minds of all those involved, and that the leadership recognizes that teamwork may not always involve trusting cooperative relationships but focusing on the goal. Sinani (2016) researched the role of sharing leadership and job fulfillment and opined that the partaking leadership approach leads to employee's excellent job fulfillment.

***Bureaucratic Leadership.*** Qaisi (2015) researched the effects of inflexible leadership style in public establishments and opined that (a) bureaucratic leadership style concentrates on procedure; (b) the leadership style hinders employees from giving in the greatest for the progress of the company, and (c) the leaders who practice bureaucratic governance contribute to business failure. Callahan (2017) studied the impact of unbending leadership at the workplace and indicated that bureaucratic leadership-based attention on rules and regulations and any deviation from the rules becomes a crime. Suryani and Purwanto (2019) researched rigid culture and the impact on work performance, indicated that the leadership does not promote diversity, hence not good leadership to practice in business settings.

***Autocratic Leadership.*** Dolly and Nonyelum (2018) researched Authoritarian leadership in public institutions. Seventy-four members replied to the questionnaire, and the outcomes of the

data collected and analyzed indicated that tyrannical leadership might work for school institutions but worse for other forms of businesses. The study of Amini et al. (2018) looking at what injections does management has that affect personnel conduct indicated that authoritarian headship does not allow the workers to perform their work freely; hence the leadership style does not promote productivity at the workplace. Hoogh et al. (2015) researched the puzzles of guidance on staffs' behavior. The findings indicated that (a) autocratic leadership style does not promote social cohesion in an organization; (b) the leadership style demotivates hard-working employees in an organization, and (c) the leadership style causes the workers of the company to be afraid of their leaders instead of respecting them.

***Transformational Leadership.*** Zach's (2018) researched what force does transformational leadership pose to petit businesses and indicated that (a) transformational leadership focuses on initiating change in an organization; (b) the leadership style empowers followers to more significant tasks, and (c) the leadership style motivates and pushes the team to do more than they initially intend to perform. Khalil (2016) researched the role of transformational governance on companies. They indicated that (a) leaders using transformational governance require the involvement of the entire management team to meet objectives (b) leaders who practice transformational management pay attention to the big picture of the institution including less assignment to the group members to achieve the desired results. Arif (2018) researched transformational headship and opined that (a) transformational direction builds a solid bond amongst the head and those that follow; (b) promotes innovation at the workplace; (c) influences crew affiliates that fan the club to work hard and causes self-awareness in the direction of the significance and worth of specific objectives in the industry.

Apoi and Latip (2019) researched the impact of transformational headship on workers and opined that such a guiding approach should shoulder the prospective of inspiring and motivating cluster attention towards the attainment of a specific achievement and energizes (a) Announcement; (b) involvement; and (c) reverence, at the workstation. Manzoor et al. (2019) researched what authority has impact directors on industries, and opined that effective transformational leadership promotes business efficiency and competitive advantage. Joseph (2015) findings on transformational direction opined that (a) transformational headship positively affect the workforce and increases the level of confidence that workers have in their leaders; (b) transformational management is the best form of leadership over all the other forms which help followers to exceed their self-awareness for the benefit of the assembly or the association.

**Qualities of a Good Leader.** There is a continuous search for efficient leadership in the health profession and other business forms, considering that modern leadership is quite different from traditional leadership (Park). For the practice of good governance to be visible in a business or organization, there is a need for (a) a clear vision; (b) a well-defined mission; (c) well-articulated goals and objectives, while the leadership (d) must be truthful; (e) brave; (f) made of good character; and (g) without pride (Surji, 2015). Azad (2017) indicated that for effective and efficient leadership to occur, the leaders need to master the qualities that promote good guidance in a business setting. Olanrewaju and Okorie (2019) researched the qualities of a helpful leader using a quantitative approach. From a total of one hundred and fifty questionnaires administered, results from one hundred and twenty-seven who filled the questionnaires indicated that a good leader (a) should be dedicated and committed to his/her work; (b) should be easily accessible; (c) should not show partiality; (d) should be trustworthy; (e) should be confident of what he does; (f) should be honest; (g) should be reliable; and (h) should be one who is charitable. Raisiene et al. (2018)

findings leader's qualities indicate that (a) leadership should be business-oriented; (b) leaders should have self-confidence in what they do; (c) leaders should have the ability to coordinate and control the process; (d) leaders should be able to meet requirements of the team; (e) those in a leadership role should have the necessary skills; and (f) the leaders of organizations should be able to communicate well.

Apak (2015) researched the effects of leadership qualities in public settings and indicated that proper guidance promotes hard work and enables the workers to provide quality services to the public. Azad et al. (2017) researched the importance of helpful leadership and opined that proper guidance eliminates provides counsel to employees and encourages efficiency for the industry's growth. Khoshhal and Guraya (2016) researched the exemplary leadership qualities and opined that good direction enables the employees, customers, and stakeholders to see reasons for belonging in the industry.

### ***Causes of Business Failure***

Small and medium-sized firms had several detrimental effects when the business collapsed too (a) the business owner; (b) the management; (c) employees of the industry division; and (d) the public in which the business is found (Nugent, 2018). A new industry needs to grow and be established to serve the community in which the business is located (Lucidchart Content Team, 2020). Roomi (2020), a student of Cranfield University, researched the dynamics touching the evolution of lesser companies, and indicated that (a) there is a universal view that growth in an organization is a complicated process because business growth is challenged by failure, and (b) many factors could encourage the growth competencies of a business, and therefore, there are areas where the business operators must give great keenness to reduce the rate of commercial failure and promote growth. The absences of the elements that stimulate business growth are the bases that

cause establishments to fail instead of moving from one level to the other (Aktar, 2016). Babandi (2019) established significant factors that facilitate the growth of businesses (a) financial; (b) availability; (c) human resources; (d) social resources; and (e) technical and managerial abilities to cope with the changing knowledge which increases the knowledge of the staff. He babandi (2019) highlighted that the absence of these factors would lead to business collapse. Janeska-Iliev & Debarliev (2015), findings of the reasons responsible for organizational growth established financial, educational, and social factors as the primary determinants contributing to an enterprise's success story.

Brauns (2015) researched the management of change in changing environment and opined that those firms functioning in an indeterminate commercial setting need to know how to cope with change to survive and overcome business demise. Dugguh et al.'s (2018) findings on business transformation indicated that any organization that resists change risks losing its competitive benefits since without transformation, the firm risks the advantage of overcoming the issues challenging an organization. To help industries overcome the existing competitive environment, regular analysis of the company's practices and performance tactics to understand better what the change will bring is necessary (Janeska-iliev et al. (, 2015). The ability to cope with change has become necessary, and this calls for businesses to survive and overcome the trials of employee transformation from (a) culture; (b) history; (c) goals of the business; (d) aims; (e) objectives, since the transformation is necessary for industry development (Norris-Jones, 2017). The study of Norris-Jones added that transformation is a necessary element of business success; however, any organization's leadership that does not want to be transformed or adapt to change may not continue in the long run.



Owners of the trades and persons are the people who perceive, begin, and do not want to take the entire risk of new business ventures and create the industry will not face business demise (Artinger & Powell, 2015). Ahmed et al. (2018) researched small businesses and outlined those small businesses have existed for so long and that start-up business activity has brought income generation leading to firm's development, but mismanagement leads to organizational collapse. Ahmed et al. (2018) researched the failures noticed in business and reported that different authors are contrarily some when it comes to business failure in small firms because some factors that affect company's growth may not be the same for other researchers. The current discoveries from Ahmadya et al. (2016) showed that (a) out of the number of industries created in 2014, 79.9% went through their first year of operations; (b) among the industries that were created between 2004 and 2014, 78.5% made through their first year of operation, and (c) if new companies workers want to succeed in their small establishment's activities, they should learn from those who have been in commercial activities and have sustained their organizations for at least five years at local levels.

Turner and Endres (2017), researched to discover the strategies that can improve the success rate of small firms, specified that (a) 99.9% of the tactics used by the possessors of the firms accelerate business success; (b) 48% of hired private-sector workforces promote success, and (c) 41.2% of the overall private payroll contributes to the success of the firm. The investigation by Artinger and Powell (2015) opined that 50% of new and small start-up businesses failed within the first five years of their operations and that for organizations to survive (a) the appropriate planning and setting-up of the industry; and (b) the business plan, are crucial for business success.

Le and Raven (2015) researched the success factors of an enterprise and highlighted that business success is relative to the elements that encourage the progress of small and and large enterprises. Nguyen et al. (2015) researched business growth factors and indicated that industry

operators' income to generate and withstand commercial operations needs accurate estimation and robust competitive strategies to fight against threats.

Companies' whether small or expanded, are essential to professional agencies' success and development in the establishments in Sub-Saharan Africa (Bouazza, 2015). Following the importance of firms to the communities and the entire society, the South African regime vigorously supports and inspires the growing nature of small industries in South Africa (Ndege, 2015). Nguyen et al. (2015) designated that small and medium-size firms contribute a vital portion in a nation's financial status following the numeric occupation provision opportunities that firms provide to the societies where the industries are located. Ndege (2015) researched the factors promoting business growth in South Africa and indicated that the funds needed to grow a business and minimize failure are crucial to the entrepreneur and the good of the community in which the business is found. The findings of Aleksandra (2015) to obtained information from the statement of account sheets indicated that if (a) financing; (b) working capital; (c) production technology policies; (d) risk; and (e) market strategies are lacking in business, attending success would be a challenge. An initial study report recognized by Barbosa (2016) opined that for small manufacturing companies to grow and survive their businesses, the operators should be able to develop skills that enable them to observe, lead and control the organization's activities. Babandi (2019) opined that to understand better the factors influencing a firm's growth, a more in-depth investigation should consider the inside and outdoor causes that disturb the growth and survival of industries. Therefore, corporation operators have to recognize the center and outer dynamics of business failure to succeed in their businesses.

The key aim of every industry venture is to grow to maturity and be self-sustainable (Ivanova, 2018). Akinyemi and Adejumo (2017) researched organizational development and

opined that every entrepreneur must desire growth and sustainability to stay in business. Lundsgaarde (2017) researched the firm's reasons for doing business and opined that the primary objectives for the firms in the business are for commercial gains such as profit-making. Though a firm's ideal motive is to make economic gains, grow, and become mature, the unfortunate problem is that many firms do fail to reach maturity due to some internal and external factors that impede business growth (Hefer et al., 2015).

Most of the business failure are attributed to Internal Causes. Atsan (2016) researched the reasons for industry failure using the interview tools on 13 business operators and opined that the underlining causes of business failure result from internal factors and environmental issues. Nikolic et al. (2017) researched the causes responsible for business failure and indicated that internal causes such as management lapses and the inability of the team members to meet up with demands to be the most significant cause of industry collapsed. The study of Amankwah-Amoah (2015) researched the causes of business failure indicated that most firms fail due to internal factors and external factors. However, business leaders must guard against internal causes like unproductive business strategies to avoid organizational collapse.

***Poor Management Strategy.*** Walsh and Cunningham (2016) researched the causes of organizational failure and indicated that poor management tactics were responsible for business demise and slow decision-making processes. Singh (2016) researched the causes of industry performance and opined that (a) the decisions that management take does not all the time reflect the aspirations of the firm; (b) some management teams lack the influence to enable their followers to perform at their maximum; (c) there seems to be no adequate motivation of team members from management. Eze et al. (2015) researched the causes of management policies on business failure and indicated that (a) organizations are not tactical in their management decisions; (b) the strategy

used by most organizations does not promote business growth; (c) if the leadership of business settings must survive their businesses, they should be more strategic in their thinking. Stouten et al.'s (2018) findings on causes of business failure highlighted that most organizational demise results from rigid organizational leaders who do not want to embrace change.

Aleksandra and Stojan (2015) researched poor management strategy of organizations and opined that (a) the managing decision of most firms are not helpful to their businesses; (b) some business settings do not have a proactive management strategy that could enable the firm to grow; (c) most management leaders in industries are not duty conscious leading to the collapse of their businesses; (d) there is no love among most business operators to promote unity in the organization for business success. Artinger and Powell (2015) researched the causes of business failure and indicated that the most significant cause of business demise arises from poor management decisions. Poor decisions or companies are a crucial cause of business failure in industries (Hamann, 2020).

**Limited Financial Resource.** Bushe (2019) researched the causes of business demise in Africa and opined that (a) limited finances in companies; (b) insufficient funds on the part of the population; (c) low revenue, and (d) no access to financial institutions, were the significant causes of the business collapse. Justino (2016) researched the causes influencing a firm's failure in Africa and indicated that financial resources are limited in most business settings leading to many business failures. Kabuye (2019) researched the impact of funds provided to firms using a snapshot investigation on one hundred and ten workers and opined that the significant cause of business failure results from limited revenue.

Paul and Rani (2015) researched the reasons behind industry failure and indicated that (a) industries lack adequate finances to sustain their growth; (b) the high cost of labor drains the

company's income leading to the firm's collapse; and (c) limited resources, as a result of low sales, contributes to the firm's demise. Mohamad et al. (2015) researched the causes of business failure in industries using a questionnaire administered to four hundred and eighty-four participants and opined that the significant causes of business failure were (a) limited start-up capital; (b) the inability of firms to generate adequate revenue for the operations of the business; (c) the high cost of hiring services personnel resulting to financial deficiency; (d) insufficient financial regulations to run their business activities; (d) no pedagogical knowledge of the business owners on financial management; and (f) slow sales of products were significant causes of business failure. The study of Kozlowski (2019) on the causes of business collapse indicated that a lack of financial resources was responsible for the collapse of businesses.

**Inaccessibility of Credit Facility.** Bellavitis et al. (2016) assessed the causes that facilitates trade collapse in a business setting and opined that the most significant driver hindering business growth is the limited access to financial resources. Pedchenko et al. (2020) researched the factors impeding business failure in establishments and opined that the firm's ability to raise funds internally is lacking in companies, which calls on the business operators to be vigilant. Horbunova et al. (2018) researched the reasons behind organizational demise and indicated that the business operators (a) lack access to credit facilities; (b) lack reasonable collateral security; and (c) limited credible financial houses are the significant causes of business failure. Nataliya (2018) researched the factors impeding business growth and opined that lack of fiscal assets was the substantial cause of commercial failure.

Denkyirah et al. (2020) researched accessibility to credit facilities in one of the Sub-Saharan countries. Data collected and analyzed from 140 participants indicated that (a) the primary source of credit to agricultural activities come from household members; (b) not every

entrepreneur has the chance of receiving credit facilities for their business, which is a cause of business failure; (c) lack of subsidies to people in business contribute to organizational failure; and (d) managers of companies should look for income-generating sources for their businesses if they continue to succeed in business. Afful et al. (2015) researched the importance of credit houses in Sub-Saharan Africa on 220 respondents using a triangulation approach and opined those financial institutions are vital for the growth and survival of small firms. Therefore, a firm's accessibility to financial institutions is necessary. Mdoe and Kinyanjui (2018) researched a firm's access to financial credit in Sub-Saharan Africa interested in mobile communication companies. They opined that only 1.97 percent of the total number of single businesses persons have access to the credit facility, while 6.26 percent of partnership businesses have access to credit facilities in Kenya.

**Mismanagement.** Stone et al. (2018) researched the effects of poor management in industries and indicated that improper management is a significant cause of industry failure. Therefore, managers should fight against poor management at their workplaces to keep their businesses sustainable. Shapira (2017) researched improper service provision in business and opined that most businesses failed to survive due to the leadership's inability to run the firm and proper system financial control. Surji (2015) researched management guidance at the workplace and indicated that most firms collapse because of the poor management skill lacked by the managers. Tsie's (2017) research on how organizational guidance promotes growth indicated that mismanagement is one of the significant factors hindering industries' movement and survival.

**Material Resources Unavailability.** Several organizations fail to make it in the short and long run due to limited material resources that could enable the firm to succeed (Vogtländer et al., 2019). Tezera and Yadesa (2017) researched the non-availability of material resources in firms

and indicated that (a) material scarcity is a cause of business failure; (b) cost of materials is high and contributing to business failure; and (c) the quality of any material in the market is low compared to that needed in other industries. Cannon et al. (2018) researched material scarcity in business and opined that firms need enough resources to overcome organizational collapse and maintain sustainability. Pella et al. (2018) studied scarce resources and opined that (a) resources are limited in the majority of industries; (b) there is no significant attention given to resource preservation; (c) managers in companies should develop ways of recycling resources.

Lyimo et al. (2017) researched materials unavailability in Africa using a triangulation approach and administered questionnaires to 318 respondents out of 1049 selected establishments and opined that material unavailability was the most significant cause of business failure. Matsumoto (2019) researched material resources in school settings and opined that (a) material resources are limited; (b) poor communication by team members contributes to materials unavailability; (c) there needs to be a link between the leaders and those using materials in industries to breach communication gaps. Weiss et al. (2017) researched the effects of material available in industries and indicated that material available in an organization is a necessary tool and has an influence on (a) overall productivity; (b) the efficacy of the company; (c) production worth; (d) sales rapidity, and (e) trade accomplishment. Igberadja (2016) researched the effects of material resources on educational establishments and outlined that (a) material scarcity is the cause of business failure; (b) cost of materials is high and contributing to business failure; (c) managers should make materials available for the running of their business operations, and (d) the quality of any material in the market is low compared to that needed in most organizations.

**Bureaucracy in Governance.** Martela (2019) researched management bureaucracy in firms and opined that (a) leadership bureaucracy is a cause of business failure; (b) lack of proper

attention to improve personnel well-being by firm managers, contribute to business failure; (c) the management of businesses needs to illuminate some barriers that hinder productivity at the workplace. Mori (2017) researched executive guidance and revealed that (a) bureaucratic leadership stands out as one amongst other significant bases for structural miscarriage; (b) business leadership should do away with barriers that hinder trade activities in their work setting and embrace business growth; (c) dynamic governance should be implemented at the workplace to enhance the firm's growth and survival. Idrus (2015) researched unbending leadership in 32 cities with a total sample size of 96 and opined that (a) stiff governance hinders business success; (b) flexible governance promotes business success; (c) unbending governance limits productivity, (d) unbending guidance strains relationship at the workplace and is a significant cause of industry closure.

Strukan (2017) researched the role of transformational governance on organizations and indicated that the guidance facilitates business success instead of an unbending leading style, which hinders the growth of firms. Arshad (2016) researched the role of transformation governance on workforce and indicated that (a) transformation governance promote work diversity; (b) unbending rules leadership is a cause to business failure; (c) unbending governance does not promote cultural diversities and hence, a cause to business demise; (b) rigid governing rule brings about anarchy at the workplace which leads to business collapse; (e) stiff governance produces conflicts at the workplace which is a setback to business growth and survival, and (f) while unbending guidance is a hindrance to the growth of businesses.

Other causes of business failure are attributed to external factors. Justino and Tengeh (2016) researched the causes of organizational collapse in Sub-Saharan African using a quantitative research method and, with the aid of a questionnaire, concluded that external factors



are highly responsible for organizational failure as a result of (a) inadequate provision of finances; (b) inflexible decision-making process by decision-makers; (c) unskilled workers; (d) bad policies both within and outside the firm. Artur and Castro (2017) researched the factors influencing organizations failure using a qualitative research approach and aided by a questionnaire collection data, opined that (a) external factors are responsible for business failure; (b) government policies do not favor businesses; and (c) the external environment like forces of demand and supply affect organizational success. Walsh and Cunningham (2016) researched the external drivers responsible for the organizational failure and indicated that the absence of external funding from the regime is an important external cause of organizational demise.

Amankwah-Amoah and Zhang (2015) researched the factors contributing to organizational demise in business settings using a mixed research approach, indicated that (a) public businesses hinder the growth of private businesses; (b) lack of financial support from government to private businesses leads to organizational failure; (c) firm's managers should seek ways for more financial support from other sources if they must stay in business. Asongu and Odhiambo (2019) researched the causes of organizational failure and outlined that the most reasons why organizations fail to survive result from both the following internal and external factors (a) government policies on companies; (b) high taxes; (c) competition among suppliers; (d) the invention of new products, and (e) lack of external support to assist the firm to grow. Almahfadi (2019) researched the causes of business demise and indicated the following as the most significant causes of organizational failure (a) government negative influence on business; (b) no support from the government to firms; (c) low-quality products with low prices; (d) trade barriers, and high cost of labor.

**Government Regulation on Businesses.** Kitching et al. (2015) researched the interventions of government strategies on organizational performance and indicated that the

regime rules need to be reviewed because they adversely affect business survival, and most of the state's rules on firms do not favor private businesses. Graafland and Bovenberg (2020) researched the effects of government rules on 2373 industries and indicated that government policy is a barrier to growth firms, and they do not help in the motivation of growth of firms. Divanbeigi (2015) research explored why businesses fail to succeed and indicated that the most significant causes of organizational demise result from the policies enacted by the regime and lack of motivational tools to enable the firms to grow.

Joo and Suh (2020) researched the impact that subsidies from the government have on the growth and survival of businesses opined that (a) funding from the regime to the private sector contributes to organizational success; (b) academic knowledge from learning institutions contributes to business success; (c) funding from external bodies to accelerate growth in the business sector contributes to business success. Salinas et al. (2019) researched the impact of government policy on the business sector and recommended that (a) the organizational rules need to pay attention to business excellence and not just adding more firms if they must fight against the uncertain government rules on business; (b) business operators need to understand what business is all about before taking the risk to do business because the external environment may fail business owners, (c) the lack of subvention from the regime is a setback to the business sector.

**The Global Effect.** Felix et al. (2017) researched the effects of international trade on businesses and opined that most trade barriers, though aimed at protecting industries, have also contributed to killing some industries. The study of Kouretasab and Tsoumasc (2016) investigated international trade and indicated that the international restriction on trade has positively affected business but with some negative consequences of high taxes on grown-up businesses. Gray (2015) researched the effect of global regulations on business and opined that the most significant cause

of business failure is the levy of penalties on businesses, which is often difficult for firms to pay. Koop and Lodge (2015) researched how global government policies affect business and opined that (a) worldwide rules on business have a definite goal to promote businesses (b) worldwide rules on firms have been focusing attention on helping to foster business competition at the international scene; (c) despite the definite goal of the international policy on trade, the rules have also negatively affected businesses through the imposing of trade restrictions.

Hitt et al. (2015) researched the progression of businesses in the international scene and opined that global rivalry had limited the growth and survival of some firms that caused the businesses to go out of the race. Verbeke et al. (2018) researched the global business and opined that the following, if not provided or well managed, will affect firm's growth (a) limited provision of funds; (b) business personnel; (c) technological innovations; (d) concepts, and (e) the organizational activities carried out in the firm. Mohammed (2019) researched the impact of a global business on home firms and opined that (a) stiff competition is a hindrance to growing firms; (b) financial support to firms accelerate growth and sustainability of businesses; and (c) poor relationship hinders business growth.

**Legislation on Business.** Louis-Marie (2020) researched the impact of Cameroon business policy on firms and indicated that (a) the business law in Cameroon hinders business growth; (b) the authorities of Cameroon do not value and encourage the growth of private business in the nation. Mahadea and Kabange (2019) researched the role and impact of the Cameroon legislation on businesses in the littoral and central regions of the country and observed that (a) the policies in the country on businesses negatively affect the growth and survival of small industries; (b) business operators have no knowledge on how to pursue loans to start or improve on their businesses; (c) the income received from trade deals is minimal and cannot boast the firm's growth;

(d) very little is achieved from businesses due to limited capital; (e) the rules in place negatively affect the outcome, and (e) the government need to set up a calm business atmosphere that will favor business growth and survival. Ngangum (2020) studied the influence of the Cameroon legislation on media and a means of fostering business and opined that the rules in place do not help businesses.

**The Economic Activities of the Population.** Wujung (2019) researched the factors that retards trade and industry growth in Cameroon and indicated that the most significant factors that militate against the growth of industries are (a) lack of technological innovation; (b) lack of connection between government agencies and business settings; and (c) global development; the regime should promulgate laws that promote businesses. Fouda and Pelagie (2015) researched the firm's activities in Cameroon using a quantitative approach. Data collected from one hundred and thirty-eight participants indicated that (a) commercial businesspeople lack available space for business operations; (b) lack of government support hinders businesses' growth; and (c) there should be good policies on socio-political, commercial, and progress in the nation. Peria and Schmukler (2017) researched material availability on organizations and outlined that (a) material scarcity is a cause of business failure; (b) cost of materials is high and contributing to business failure; (c) managers need to see that material to run the operations of the company are available, and (d) the quality of any material in the market low compared to that needed in the industry.

**The Effects of Information and Communication Technology on Business.** Esone and Tsambou (2017) researched the effects of information technology on business and opined that (a) the deficiency of innovation adds to market stagnation in nations and Sub-Saharan Africa; (b) most administrators in industries have not embraced new communication technologies in their firms, which accelerate the growth and survival of businesses; (c) there are market barriers that limit the

growth of businesses; and (c) managers of organizations should make available the needed tools that enhance information and communication in businesses in Cameroon. Ibrahim and Jebur (2019) researched the effects of knowledge and messaging skills on business and indicated that (a) the correct use of data processing for business has affirmative consequence on businesses while inappropriate use of data will adversely affect businesses, and (b) the data for business is necessary since many entrepreneurs depend on proper management of data today. Information communication technology is a necessary tool in business because (a) the technology facilitates business communication; (b) the technology assist in data storage; (c) the technology is faster, (d) the rejection of the technology could lead to business failure (Okundaye et al., 2019).

Nguyen et al. (2015) researched the bearing power of information communication technology on business. The findings indicated that information communication technology is vital for business survival, and that information and communication tool is faster to use and helpful to facilitates business growth. Gavua et al. (2015) researched the effects of technology improvement in business settings. Data collected and analyzed from one hundred and forty questionnaires out of one hundred and fifty administered revealed that (a) the information communication tools should be appropriately installed in firms to ease the user because they facilitate business; (b) the tool makes business transactions more convenient (c) frequent checks are necessary to improve the functionality of the information technology tools, and (d) the management of business set-ups should devise a means to improve the channeling of messages across other peers. The absence of information communication technology and reduced use of information tools hinder business growth and survival, considering the tool's positive impact in running organizations (Achtenhagen & Brundin, 2017).

***Effects of the Anglophone Crises on Businesses in the Cameroons' Northwest Region.***

Opoku (2016) researched Anglophone crises impact in Cameroon with the aid of interviews on fifty one participants and revealed that trade undertakings had been a hindrance to business operations because of (a) high government levies, (b) insignificant yields; (b) trade barriers in the movement of some goods; (c) rapid collapse of firms, (d) no subsidies to the industry as a way of encouragement; and (e) less clientele trade because of the military, numerous control posts. Simpeh (2019) researched Cameroon business upheavals and indicated that the crisis in the Northwest and Southwest regions of Cameroon, particularly in the Northwest, has left dramatic effects on businesses in Cameroon, which includes (a) most of the businesses have closed while some of the businesses in the regions have slowed down; (b) prices of goods in the region are high due to few imported goods purchased by industry leaders; (c) homemade products do not have a ready market where the goods could be sold high; (d) numerous ghost towns limits sales since shops have to be closed on ghost town days; and (e) some employers have laid off their workers due to low sales. Moki (2018) researched the crises in Cameroon's northwest and southwest regions in Sub-Saharan Africa and opined that over 60% of the business has either slow down or completely closed.

Nganji and Cockburn (2019) researched to understand what contribution offers information communication technology in the Anglophone battle and opined that (a) social media messages has promoted the crisis in two regions of Cameroon (Northwest and Southwest); (b) social media communication has weakened the government of Cameroon and her institutions through the destructive messages that are circulated on social media; (c) the social media communication technology has instilled fear in the hearts of business operators who now are afraid to do business in the Northwest and Southwest regions of Cameroon. Roger (2018) researched the impact of the

Anglophone crisis on businesses in Cameroon and opined that the crisis has led to business failure in the country. Awasom (2020) researched the crisis pricking the northwest and southwest regions of Cameroon and opined that (a) the crisis in the English speaking regions have not started today but started since 1961 and is affecting businesses; (b) the crisis in the English speaking regions are as a result of the regime unwillingness to address the issue at stake which affects businesses; (c) the crisis may lead to loss of identity by the English speaking people and a general collapse of the business sector in the Anglophone regions; (d) has already collapsed the majority of businesses in the affected two regions.

Agwanda et al. (2020) researched the battles in the Northwest and Southwest regions of Cameroon and outlined that (a) the government response to the crisis has been slowly leading to a business failure (b) the international community has not yet played her role as peace mediator which is a setback to the business sector; (c) the business sector has been negatively hard-hit by the crisis, (d) an immediate solution is needed to rescue the dire situation and save businesses from further closure. Tembon (2018) researched the battles in Cameroon's nation and opined that the conflicts had led to a business demise in the nation, which needs international assistance to rescue those still striving for further closure. Sylvian (2019) researched the declined trade in the nation of Cameroon and opined that trade has slowed down by 36%, as further compounded by the Anglophone crisis.

### ***Sustainable Business Strategies that Promote Business Success***

People start many businesses, but the irony is that most industries do survive in the first years of setup (Aguilar & Posada, 2019). Parastuty et al. (2016) researched business growth and sustainability in industries and opined that (a) some businesses exist only for less than one-year (b) some exist for less than five years; (c) some exist for less than ten years, while (d) others exist

for many years (above ten years). Boguena (2019) researched business success and indicated that for businesses to exist for the above five years, the firm should be able to break even and be self-sustainable. Machado<sup>1</sup> (2016) researched business growth and indicated that growth and sustainability of industries required (a) leadership knowledge in the domain of the business; (b) training of operators; (c) experience in business; and (d) discipline. Rezaee et al. (2019) researched business success in a nation and opined that business growth and survival depends on the impacts of (a) societal impact on the community; (b) cost-effective in handling financial resources; (c) administration of the enterprise by business leaders; (d) moral behavior of employees; and (e) ecofriendly of the business area.

Adoukonou (2019) researched the tactics of a firm's growth and survival and indicated that (a) fifty percent of firms have failed within the first five years after creation; (b) business leaders in company's need to understand user's choice of goods to prevent scarcity; (c) business operators need proper planning to succeed in their businesses. Long (2020) researched the growth and survival of firms and outlined that business sustainability requires (a) the firm's managers to focus attention on the objectives of the organization; (b) the firm's managers to focus on the realization of planned goals to achieve excellent results for the firm; (c) business leaders should have the required tactics that enable them to succeed in the present, and the future. Durst and Zieba (2019) researched the dangers and complications that hindered organizational success and opined that entrepreneur should guard against hazards or deathtraps that can jeopardize their industries if they must stay in business.

Mikušová (2016) researched the sustainability in industries and opined that (a) firm's leaders need to be devoted to the objectives of the union; (b) lead persons in organizations need managerial training to cope with the challenges in business; (c) the leadership in organizations



should consider the cost of business failure and the numerous effects of failure on the company, and the environs before they engage in starting-up an enterprise. Libell (2018) researched the sustainability of businesses using a quantitative approach on twelve firms and outlined that (a) many small firms start-up but very few survive; (b) the form of managing a technic practice in most firms is the cause of business failure; (c) lousy governance is also responsible for organizational collapse; (d) lack of customer care contributes to the firm's collapse; (e) human capital to run the industry is a significant cause of organizations failure. Parida and Wincent (2019) researched business sustainability in companies and opined that for businesses to be sustainable fully; (a) the organizations have to embrace new technologies; (b) the industries have to be ready to face rivalry; (c) the business set up should be able to train leaders capable of running the organization.

Nosratabadi (2019) researched organizations success and outlined that (a) the leadership of companies should adopt ways that give room for innovation in the management of the companies; (b) the leadership of organizations should grow more in the knowledge of sales; (c) the leading persons should have a good knowledge of supply chain management. Dyllick and Muff (2016) researched organizational success and opined that (a) high-level managers should strengthen their relationship with low-level managers in companies to improve the durability of their businesses; (b) the stakeholders should increase their value of engagement in the business; (c) the leadership should consider solid growth of their firms following the goals and objectives and not based on what they feel. Casey and Sieber (2016) researched business growth and durability and indicated that (a) lack of motivation to staff hinders productivity that leads to sustainable organizations; (b) poor staff customer relations hinder business success; (c) leadership and workers need to improve the ability in production for high yields if they must succeed both the short and

long run; (d) the organizations should include structures and programs that promote sustainable businesses.

Mota et al. (2019) researched the impact of business sustainability in industries and opined that (a) the management of companies should focus attention on strategies that promote business growth; (b) the business managers should pay attention to planning; (c) the leadership in companies should consider monitoring and evaluation as a vital strategy in the management of their firms. Morioka and Carvalho (2016) researched the role of business sustainability in organizations and indicated that (a) managers of companies should study more on sustainable business strategies; (b) business leaders should consider planning as one of the strategies that promote sustainable businesses; (c) companies should hire multi-skills workers to maintain growth and sustainability in their firms. Berrone et al. (2016) researched firms' inputs to have sustainable organizations and indicated that the leadership of every firm must keep the company successful.

Kiesnere and Baumgartner (2019) researched the measures of keeping businesses sustainable in firms and indicated that (a) organizational culture is a necessary strategy for business sustainability (b) provision of resources by business leaders is a strategy for businesses to continue. Energy supply and a friendly environment are necessary strategies to keep businesses afloat. Joshi and Li (2016) opined that key management leaders should pay close attention to business strategies and eliminate challenges to survive their businesses.

Paulsen and Toth (2016) researched the factors influencing the promotion of business and sustainable measures in organizations. The discoveries specified that (a) the entrepreneurs need more education on business management; (b) the business operators should focus on the goals and objectives of the firm; (c) the employees of the organizations, should improve their relationship with the customers; (d) the poverty level of the local population hinders the demands and supply

of goods. Parastuty et al. (2016) researched the reasons that influence the sustainability of firms and opined that for businesses to be sustainable (a) the business managers should focus on long term objectives; (b) nation's regimes should build reliable economic systems that support business sustainability; (c) regimes policies should favor business sustainability. Jovanovica and Marina (2016) researched the factors that influence business durability in companies and highlighted that (a) business sustainability needs competent leaders; (b) business sustainability also depends on the relation of the business personnel; (c) business sustainability needs government support.

Hossain (2016) researched the growth and sustainability of industries and opined that proper maintenance and strategies are needed for every industry to be sustainable. Mustafa and Latkovikj (2020) researched the strategies for business success in organizations. They indicated that (a) educated leaders on business models obligate more weighty inspiration on the growth and continuity of industries. Parida and Wincent (2019) researched the strategies used by a large organization to succeed in the operations. The findings indicated that (a) the management focuses on goals; (b) the leadership motivates employees to work; (c) employee's customer relationship is cordial; (d) there is a collaboration among team members.

**Business Maintenance and Sustainable Strategies.** Many businesses exist and need proper maintenance and sustainable strategies to stay afloat (Agyapong, 2017). Maintenance strategies for businesses may slightly differ though principles may remain the same (Felix, 2017). The research of Dilli et al. (2018) indicated; (a) health; (b) education; (c) agricultural; construction and contracting; and (d) general commerce, as types of businesses that need maintenance strategies.

Health businesses are businesses set up to address issues related to (i) complete; (ii) physical; (iii) mental; (iv) good health of human beings and animals (WHO & UNICEF, 2018).

Rani et al. (2015) researched maintenance and sustainable tactics that influence growth in health organizations using interviews and opined that (a) the relationship of firm's personnel and customers should be cordial to promote growth and sustainability in the organization; (b) the equipment maintenance is necessary to promote sustainability; (c) communication needs strengthening if the firm must stay in business. Bahreini et al. (2018) researched health business sustainability and opined that for health businesses to be sustainable, (a) equipment acquisitions and repairs need frequent checks; (b) the structure and facility need maximum maintenance and cleanliness; (c) leadership needs to gain skills on business tactics, (d) there is need for constant supply of resources; (e) leadership should set up supervisory mechanism; (f) quality control and provision is necessary for business success and need enhancement by every firm.

AbdRania et al. (2015) researched the care of health facilities equipment and opined that equipment care needs more considerable attention for health businesses to be sustainable. Shohet and Lavy (2017) researched what inspires the success story of health institution and opined that (a) health care managements in health facilities should focus on cost-saving efficient measures; (b) leaderships should focus attention on performance; (c) equipment maintenance needs to always be in the proper state of good repairs. Speziale (2015) researched the success story of health facilities and opined that (a) more considerable attention needs to focus on patients to give the best services at a lesser financial charge; (b) health care facilities need to shift their focus from physical structures to health care driven process; (c) health care institutions need to include biomedical maintenance services in their programs; (d) the health care organizations should include specialized services in their programs that are not limited to outpatient services but including qualified personnel.

The health career remains to develop and progress at a rapid pace (Piotr, 2021). The existing drifts in wellbeing upkeep provision are many including (a) the upsurge in the senior inhabitants; (b) a change to information technology (c) a health practitioner's treatment attention limitation; (d) an all-encompassing importance on precise contexts for the supervision of medical delivery which comprises addition of evidence-based rehearsals (Ham, 2016). The findings of Berwick (2016) highlighted that health challenges can only succeed as far as the challenging issues in health care delivery could be handled and that the inhabitants getting old, and this is reflected in the older persons with difficult health issues. Today, healthcare providers needs to adapt to the trends of new knowledge and care for the mature and grownups while the hospital milieu fights to provide a steady growth rate to this rapidly increasing population (Education, 2016).

According to Campion-Awaad (2016), there is a limited number of educated hospital workers in special fields to charter for people who are getting older and to be sure that every opportunity to provide services is well utilized. Again, observations proved that the number of registered nurses is declining on daily bases whose effects has been (a) many nurses prefer to care for younger patients with acute illnesses; (b) the opposing opinions of nurses around older persons projected in their way of behaviors; (d) there is also an increasing necessity to remember those previously occupied in specific clinical work setting. Hippisley-Cox J. et al. (2015) researched on health business and opined that (a) workers of the health setting are needed most to provide services to those that are getting old. It is observed that by the year 2030, a projection proportion of people would move from this present state millions, doubling the number that was observed in 2005. To meet the need of aging population in clinics, there is a high demand for health professionals to assist the life expectancy of these people with (a) useful incapacities; (b) buyer

favorite for home-based drug administration in the nursing core; (c) spreads in physicians' skill (National Information Board, 2020).

Additionally, the increase in the aging people which is another element that hinders the promotion of health care trade is (a) the increased in the dependence on information technology; (b) the fusion of machinery into the healthcare pitch; (c) the insertion of the computerized healing record which assists facilities to have proper documentation of medical information is an acute nursing issue (HSCIC, 2015). Dunhill (2015) researched trends in health care business and indicated that (a) there is a continuous disparity between services in the introduction computer assisted programs and this has caused a lack of replicable information laps from health care institution to another; (b) the common notion is to believe that not every health worker has the required computer knowledge that are necessary for understanding and exploiting mathematic technologies, expressly individual health workers who have been in the medical profession for over a period of time; (d) nurses are retiring without a measurable number recruited to replace them. This increase in the trends in the health profession is increasingly becoming alarming.

Dunhill (2015) researched patient outcomes and indicated that the nursing profession had increased emphasis on integrating evidence-based practice. He also indicated that until best practices are incorporated into nursing care, there would be no contribution to the specific nurses demanding a greater belonging in the health domain to see that the institution receives positive result. Employers and England (2015) researched nursing trends in health business and indicated that (a) health care workers are responsible for a straight link in the leading, recording, and execution of health business; (b) the obligation of health commercial staff in the nursing field, has led to a paradigm shift; (c) the lengthier the health care business is seen as a disciplinary measure,

to be tracking orders with the leadership in the nursing setting, clinical servants risk the chance of being considered as a science.

Wachter (2015) researched health business and opined that the need for registered health personnel to carter for adult patients is necessary and a significant nursing huddles as a result of the progressive number of aging individuals with difficult health problems and limited of nursing professional and constraints in healing ministry. Adler-Milstein et al. (2015) researched on the causes of Declining Trends in Nursing Care for Adult Patients and opined that (1) though certified nursing staff presently address vital issues like teaching services and performing managerial functions in the lives of elderly persons and those who take care of them. The functions of the health professionals indicates that sought out the clients with high risk factors by way of intervention targets such as counseling, and academic knowledge in support groups to care for the adults; (2) the majority of clinical workers that take care elderly persons, are not specialists in the domain of care provision; (3) certain health workers might definitely not have undergone a formal training in specific diseases; (4) most the health care providers are older than the clients, and not from the same racial or ethnic background. According to the findings, the patient-provider communication link is challenging, though the challenges offer mutual learning.

Improvements in (a) medicinal know-how remedies; (b) treatments; (c) an increase in medical edification and the upgrade of fitness have contributed to an augmented life anticipation, and therefore health institutions must meet up the desired health needs (HSCIC, 2015). Research by CMS chief (2016) on health business indicates that the most prevalent chronic conditions among persons above forty-five years suffer from (1) asthma; (b) tumor; (b) cardiac disease; (3) prolonged pulmonary disease; (4) and diabetes, which reduce the performance of this group of employees in the health facility. Females are more probable to developed chronic illnesses males.

Another finding by the Agency of the National Coordinator for Health IT (2015) on the causes of decline in health business sanctioned that the lifespan anticipation of grown-up persons and the lack of sufficient health settings' specialists in the domain of nurses to care for those at advanced age is a healing ministry hazard. Schiff (2015) examined students in high school whose aspirations are to consider choosing a nursing career and highlighted that majority of those attending school does not show concern in specializing in fields that focus on taking care of the elderly. Nevertheless, the field needs an increased number of registered specialized health workers in geriatrics.

Shanafelt et al. (2015) researched the adequacy of health workers to carry out health business effectively and indicated a significant deficiency of healthiness maintenance professionals. According to them, clinical sites that attend to elderly grown person seems to be more adversely touched by the limited health staff than other delivery sites. A study by Koppel (2015) shows that (a) health care setting should increase senior nursing staff than the rush for junior nurses (nursing assistants), the clinical setting must excel to achieve greater results in this sector; (b) the most significant issue that is challenging to doctoral-prepared registered nurses for effective health business, is posed by the production of a health training program that would adequately prepare practitioners for the future healing care; (c) the health care academic and the education and preparation that has to do with the personnel in the domain regarding series of necessities for old people is not sufficient. The findings indicated more requirements for a greater number of people in the nursing faculty so that students meet the prerequisite what is needed in the healing department for senior personnel.

Following the American Association of the College of Nursing (2016) nurses should (a) be able to assess the necessity for enhancement; (b) review the health setting care system and sharing



down the scholar's knowledge since health practitioners has a duty to indicate questionable areas that are relevant to elder people; (c) utilize data collection research tools that are proper to bring about the required care delivery. Additionally to the health care delivery union, Fukada (2018) indicated that the problem of poor health care delivery in health facilities are not inadequate to the number of unlisted health care personnel practicing in the field but include other areas of concern (a) the amendment of treatment prospectuses to comprise a senior element and the preservation of listed that are already in practice; (b) the first thirty essential capabilities for providing high-quality treatment is to distinguish one's own and others' insolences, standards, and prospects around mature and the bearing on the health provision of the elderly and families. Gimbel et al. (2017) opined that nursing faculty must substitute positively attitudes around elderly and body confident changes to integrate geriatric concepts into the nursing curriculum.

Cresswell et al. (2016) researched what problem caused shortages of health workers, particularly nurses, and documented that health care leaders should pay attention the tactics that could retain practitioners at the jobsite for (a) retaining is the best engaging approach (b) retention involves knowing clients, workers, and health facility leaders. Hermann et al. (2016) indicated that to mend preservation; managers requisite to offer motivations such as a good wage, bendable employment periods, plus feasible assignments to the employees, although the apprehension of career fitness that encourages trade withholding, needs to be addressed. Hofler and Thomas (2016) researched the health business. They declared that present fit for the occupation as a recorded health worker is serious since, inside the health care business and live out, anybody who is seen upon as an expert (a clinician at the client's bedside offering attention) or who is accountable for supplementary others is reflected a lead person. The findings further indicate that the health

workers need to recognize that they are leaders, that improvement in the health business is necessary.

National Information Board (2020) researched the declined trends of health business and opined that (a) to attend success, the shortage of health professionals needs to be handled; (b) knowledgeable health professional is needed to help grow headship abilities that donate to the victory of the association for successful accomplishment of the organization's mission and objectives. The findings of the Press Association (2016) highlighted that the efforts of health professionals are needed to prevent disease and promote health. The Press Association indicated that although there is a need for more health workers to work in health facilities, committed workers are essential.

Sheikh (2015) researched on barriers to Improving health business and indicated that (a) despite above thirty years of advocacy and efforts to improve health business, the number of health employees through specific preparation is not appropriate with the cumulative needs necessary for business success; (b) according to the study, members acknowledged the distinctive essentials of growing in business and could identify the lack of economic inducement, and low scholar request of medical products as barriers to improving health business. Bodenheimer (2015) researched the barriers to improving health business indicated that (a) the number of practicing health professionals in health locations is not adequate to consider the clinical needs of older adults; (b) the intricacies related using the tricky decreasing figure of enumerated health workers continue to increase and most of them do not seek sufficient knowledge to improve this sector. The findings of Koh and Baker (2016) indicated that more studies are needed to understand why health workers are reluctant to work, while others portray their negative attitudes toward older clients in the facility.

Triggle (2016) investigated the drivers patterning to health workers choices to work with ageing customers and opined that (a) notwithstanding the accord that an surplus workforce is desired to encounter the needs of the health sector for business improvement, inspections display that health system suppliers are unwilling to give attention for the rapidly rising people of the health sector; (b) they have not understood the underlining perceived socio-economic factors that affect career choices among workers practicing in the health care business. Landeen et al. (2016) studied the power of curricular deviations on schoolboys' proven education consequences indicated that some workers in this domain alleged that undesirable social approaches near adult patrons have the potentials to decrease the success of health business. Lewitt et al. (2015) researched inter-professional education to improve harboring drill and strengthened that incomplete examination had been conducted to ascertain the factors that distress healthcare professionals' choices to work with ageing trades.

A study conducted by the Office of the National Coordinator for Health IT (2015) indicates that the more the raining and openness of the health care students and residents have to the more training and exposure the curative undergraduates and citizens had to the ageing, the added they unpopular them, though the scholars might have recognized more facts about their (a) social; (b) financial; (c) remedial; (d) psychosomatic states leading to nursing decline. Koy (2016) researched the lifespan of nursing education in Cambodia and added that many persons, counting instructors and paramedical personnel, influenced the medical student's output to improve services. Some of these people had negative and positive attitudes regarding the elderly, hindering effective healthcare business. The same study by the Office of the National Coordinator for Health IT (2015) concluded that improved attitudes toward the elderly might not last if nurses' peers and role models

reinforce negative attitudes and that experienced students may have influenced the outcome on patients' care.

McKinsey & Company (2020), study to understand nurse's duration on a client and the positive effects of keen attention to health clients to the overall health care business, found out that the more a health care worker spends more time on the client, the better the healing process. They added that long hours on a single client likely to discourage other clients unattended to and would slow work workplace. Lee (2015) investigated health care success and the effects of aging knowledge and attitudes of health workers towards customers. The research indicated that (a) health business would succeed as the health personnel serves better their customers; (health worker must renew their knowledge frequently to stay relevant in the business; (c) health personnel lack the desire to specialize in specific fields of health care which limit the success of the health care industry. In a similar study by National Information Board (2020), positive attitudes of health professionals would facilitate the healing process of patients, thereby promoting the health business.

The International Council of Nurses (2020) stated that to remedy the declining trends of nursing standards which causes health care business failure, clinicians has to (a) carried out studies to classify problems applicable to the upkeep of adult people; (b) calculate the prerequisite for upgrading; (c) grow investigation apparatuses; (d) classify inquiries for medical review; (e) reviews scholars' works; (f) learn planning work and execution; (g) do data gathering; (h) examine data; (i) distribute results on the reasons of treatment weakening in wellbeing carefulness. The association of the health workers further states that to answer correctly to the essentials of a growing number of grown-up persons, employees should use management aids to appraise their evolution and categorize cracks in data and studies precise to age-related aftermaths of care.

National Advisory Council on Nurse Education and Practice (2020) specified that the mature adult inhabitants are accumulative and needs recorded worker conversant with older grownups health difficulties to provide appropriate treatment involvements. HSCIC (2015) designated that worker's packages should be designed to enable students to progress from vital to advanced education with minimal disruption.

Ratwani et al. (2015) opined that (a) promoting hath through academic is a necessary matter that doctoral-prepared enumerated clinical personnel to address and ensure that the workers receive the tutoring that encourages management roles principles and practice; (b) the clinical frontrunners can work in cooperation with other healthcare experts to adjust the prospectus that stresses generation knowledge and provision vagaries that will safeguard patient security, and worth enduring care. The Australian Commission on Safety and Quality in Health Care (2016) indicated that the wellbeing preparation coordination desires to be efficient and expanded to ensure that health workers are taught the skills and competencies to provide satisfactory care to the progressively varied, traditional, and elderly people. The commission further opined that health authorities need to use the available technologies to create pathways for further learning to upgrade their good health business success skills.

Jenny et al. (2016) investigation on the consequence of covid-19 on health business and opined that (a) covid-19 has brought significant challenges on health business; (b) there is a critical need for more clinical specialists to increase their knowledge in managing new pandemics; (c) covid-19 has brought untold deaths in the health sector which have affected health care business. Al-JabriTarja (2021) researched to advance the importance of wellbeing care and indicated that (a) health workers need to improve their competencies to combat health challenges and promote healthy business; (b) health workers need to render services to their clients with care to improve

quality health care; (c) that there is need to modify the educational curricula and clinical training that facilitate continuing education programs to supplement professional qualifications due to the insufficient number of health professional in some fields.

National Information Board (2015) indicated that once hospital care authorities have completed their formal tutorial room drill, they are essential to partake in (a) medical skills; (b) alternations; (b) practicums; (c) nationalities to promote wellbeing care. Their inability to provide competent care may be due to inadequate knowledge of the health care profession. Sheikh (2015) indicated that management should ensure that the care administers to healthcare clients aimed at long-term care.

Even though excellence treatment on care is vigorous to tolerant results and shelter, important developments have been disturbingly slow, and quality healthcare continues to be a subject of intense criticism and debate (World Health Organization, 2015). Furthermore, the study buttressed that education and training is the solution to overcoming the slow improvement rate. The study of Andreas et al. (2016) to assess quality health care and how health business could be improved through quality care opined that (a) exploration of excellence care poetry reveals that working nurses are rarely involved in emerging or crucial development platforms for quality nursing care; (b) nursing care needs more improvement to attend to adult patients adequately; (c) for health care organizations to excel in business, the patients should be the ones to assess the satisfaction of the care received and not the nurse worker assessing for them.

Beard et al. (2016) researched health care challenges in health facilities and highlighted that most challenges faced by both the patients and the health facility that limit business success were (a) poor response to care and treatment; (b) prolonged hospitalization, and higher mortality

rate; (c) complexity and time-consuming care; (d) crossing the "life anticipation" extent; (e) disparaging operational environment for aging maintenance. Quintana and Lightfoot (2016) researched embracing diversity in nursing to improve healthcare added that (a) decentralization of care for the elderly; (b) the futility of care; (c) delayed and incomplete care; (d) inappropriate controlling rules; (e) clinician quarantined from the patient's bedside; (f) supply restraints; (g) inappropriate nursing handover styles; (h) lack of specialized knowledge of elderly care. To overcome the challenges, there is a need to advance the excellence of care, and nurses must go beyond the current practice to satisfactory performance accepted by the patients as in nursing practice (Akinyem et al., 2021).

Abudu-Birresborn et al. (2019) studied quality health care as a means to improving health business and opined that for health care professionals to succeed in the health care business, they should first be able to define health care. The findings further indicated that the difficulty in describing eminence cherishing upkeep is the modifications amid patients' and nurses' observations of quality health care in the business. Akeju (2021) indicated that modern developments in the handling of sicknesses have headed to an upsurge in human life expectation and an increase in the inhabitants of mature (adult) persons with numerous long-lasting illnesses prominent to more trials in the health business. Batalden (2017), in his study, edged health care leaderships to pay close attention to the forthcoming arrangement to switch the condition of the people assumed the fast evolution speed of the mature population in the coming years is increasing and a potential indicator for more challenges in the health care sector. The indication suggests that owing to the insufficiency of overhaul progressions and organizations, the current healthcare schemes in most nations of Africa and the world cannot meet the intricate desires of ageing clients grieving from several infirmities.

Valentin (2017) studied what support of health care providers could improve the healing care business and indicated that health care workers do not have the essential and satisfactory skills to accomplish the mental and emotional prerequisites of admitted sick ones with some situations. The investigation further specified that the healthcare delivery systems need to make suitable alterations in the organization and practice of providing facilities to the patients, together with expert care to senior customers. El-Jardali et al. (2015) researched the creation of nursing training Law in Lebanon pointed that for the health care business to be relevant, the nurturing core must undergo fundamental changes in how healthcare is provided to aging persons. Kim et al. (2016) opined that quality medical care means providing the attention the suffering wishes manageably and safely at the time they need and that health care means engaging and involving the patient so that he/she takes ownership in preventive care. Further, the studies indicated that improvement in healthcare poses substantial tests since even the meaning of what 'improvement' means escapes agreement.

The findings of Angus et al. (2017) indicated that for quality improvement in the health care business to impact, healthcare professionals, patients, and their families need to be determined to provide or receive health care. According to Ying et al. (2021), eminence wellbeing provision ought to be grounded on the clients' views and the direct assessor of the provided care. Patients define and assess quality, but instead of patients defining the quality of care received, the nurses define it for them. Possibly the motives why patients' feelings on what institutes high-quality care or what makes their care derisory have not been well-thought-out (Alshammari et al., 2021). The findings further indicated that care of elderly clients admitted to Intensive Care Unit (ICU) is quite altered from newer clients since (a) the care needs specialized awareness and talents; (b) the clients



need more intricate care than other customers owing to the synchronicity of several enduring illnesses.

Evidence from the findings of Jako et al. (2021) suggests that (a) health care business failure is associated with the advanced age of patients that increase death in unfavorably ill customers admitted; (b) the length of hospitalization of adult patients is more prolonged than younger clients; (c) prolonged hospitalization is related with the existence of new difficulties and ailments demanding progressive care. Susanto et al. (2019) researched audit of nursing care quality and reported that (a) among caregivers, nurses play a crucial role in maintaining and endorsing the wellbeing of several groups of critically ill patients, including the elderlies; (b) despite the promotion of quality nursing care by health care providers, the barriers to the care of elderly patients admitted to the have not yet been fully elucidated; (c) improving the eminence of care for elderly patients needs an kind of the encounters and complications qualified by the staff in given that care. The study of Nancarrow (2015) assessing principles to enhance health workforce flexibility further states the necessity to explore caregivers' perspectives and experience regarding barriers to care for aged patients to assist cultivate intercessions that would recover the delivery of care and life for old sick ones.

Abbas et al. (2019) researched the care of the elderly and how to improve health care business and indicated that (a) based on the high mortality rates of ageing sick ones in the severe care unit in hospitals, health care workers face encounters in directing the required care; (b) the attitude and belief of the intensive care unit's caregivers near the aging customers are biased and prejudiced leading to health facility collapse. Oleribe et al. (2019) researched to identifying key tasks opposite healthcare organizations in Africa and potential solutions, opined that (a) poor leadership; (b) budgetary issues; (c) lack of resources were the most significant hurdles affecting

the health care structures in Sub-Saharan Africa. The studies further highlighted that based on the clients' proficiencies, care of older patients, principally those with complicated surroundings, is not a high significance. In this respect, many old patients with unalterable circumstances are not likely to survive, which reduces the probabilities of the health facility's success.

Petersen et al. (2017) researched the consolidation of mental healthiness structures in authority in six low-and middle-income countries in Africa and South Asia: encounters, essentials, and likely approaches. Following the study, they found out that (a) the income level of health personnel is a limiting factor to comprehensive health care; (b) poor regimes rule does not guarantee successful health care delivery systems; (insufficient management strategies contributes to health facility collapse. Additionally, the insufficient reaction of health clients to managements and care delivered by the therapeutic health personnel contributed to a shrinkage in the quantity and quality of care. Macket et al. (2015) researched mortal resource tasks to assimilating HIV pre-exposure prophylaxis into the civic health organization in Kenya (a qualitative investigation) and opined that (a) human resources are not adequately provided for comprehensive patient care; (b) there is much complexity and time-consuming in the process of providing quality care to the aging persons hurting from numerous ailments at the same time, which makes the clinician unwilling to pay the patients attention; (c) long-term admission of HIV sick ones connected with the manifestation of a number of obstacles might eventually upsurge the degree of unhealthy ones' death.

Marais et al. (2015) researched healing organization control to back cohesive rational wellbeing in South Africa: encounters and chances. The result of the findings indicated that (a) despite regime policies in place, the success of health care delivery is still questionable; (b) bad governance has been a hindrance to good health care services; (c) Prolonged hospitalization and

higher mortality rate for patients associated with a number of hitches that can eventually escalation the rate of patients' death has continued to be on the rise leading to nursing challenge; (d) due of body part disappointment and irreparable worries, greatest of these patients decease and the possessions used up on consideration for these patients are lost.

Abubakar et al. (2018) researched medicinal leisure industry in Nigeria: experiments and therapies to health care scheme improvement and directed that (a) health care facilities are not sufficient to adequately take care of the unhealthy living the population to high mortality rate; (b) proper planning by the health care leaders should be paramount to successful health care system; (c) crossing the lifespan anticipation limit is a challenge for patients who have chronic diseases and who could have lived longer than average life expectancy. Uzochukwu et al. (2015) researched health care sponsoring in Nigeria: repercussions for attaining worldwide health attention. The findings indicated that (a) mismanagement by leaders has been a hindrance to successful health care delivery system; (b) insufficient financing of health care system is a significant setback to proper health care; (c) the gap between source and claim of resources has led to the formation of the unfavorable operational environment for old people care in terms of quality and quantity of care. Uzochukwu et al. (2018) researched accountability measures for implementing a health financing option in Nigeria and further indicated that the government has to improve the working atmosphere to care for terminally ill elderly patients.

Romdhane et al. (2015) researched health systems and challenges of NCDs in Tunisia. The findings highlighted (a) management challenges, (b) financial insufficiency, (c) inadequate allocation of funds for healthcare delivery were responsible for the health facilities failure. Also, decentralization of care for the elderly lacks for clients with complex or terminal life conditions; hence, less individuals are caring around the favorably sick senior persons with incurable disease.

Adua et al. (2017) researched evolving concerns in community fitness: a perspective on Ghana's health care spending, procedures, and consequences and indicated that (a) new pandemics continue to arise and being a challenge to the health care system; (b) lack of foresight to apprehend new pandemics by health care professionals has been one of the responsible factors to health care failure; (c) unfriendly health care settings limit proper health care supply. Harfield et al. (2015) researched the features of Ethnic principal health care models of service provision and indicated that the attitude of most participants in the health care setting does not encourage fast attainment of healing to the sick. The finding suggests that the suffering of elderly patients in health facilities could only be reduced if the quality of care to these patients is improved.

Oleribe et al. (2016) researched industrialized act by healthcare labors in Nigeria in 2013–2015: an examination into reasons, values, and regulator (a cross-sectional descriptive study). The findings indicated that (a) reasons of continuous attacks, particularly insufficient healthcare direction/controlling, must be undertaken to eradicate manufacturing deed by healthcare employees; (b) preparation specialists in health administration and governance near construction of skilled general practitioner leaders is a policy that is long belated in Nigeria; (c) the song about the increase of wages and salaries of health care workers is not a challenge to health care delivery. A similar study by Oleribe et al. (2017) highlighted those (a) clients admitted for a long time in the hospital develop new and irretrievable infections and difficulties as a limited number of them are settled with severe disabilities; (b) prolonged hospitalization of clients in health facilities would only lead to persistent anguishing and increased economic costs to the family leading to a failure in the amount and excellence of care delivered to the patient.

Using a qualitative study, Hamed et al. (2020) researched the trials encountered by medical scholars to work with nursing persons. The findings indicated that (a) student nurses face

difficulties working with the nursing personnel in health facilities; (b) most health personnel do not want to cooperate with student nurses, especially those higher than them in the qualification they are in view; (c) nursing students face difficulties in managing complicated illnesses and as such delayed the process or give incomplete care; (d) the ineffectiveness of care by nursing students affect the elderly most, and at times treatment is given on routine trials to the sick person. Florence et al. (2021) researched the scientific education milieu of nurturing and midwifery learners in Ghana and opined that (a) team administration is high in health services where students take up medical engagement in Ghana and where treatment scholars are extra likely to rate their clinical knowledge superior than midwifery pupils; (b) scholars with increased associated with remote overseers were more possible to shape and rate well their experience and that recurrent exchange with private manager and fruitful supervision outcomes in a better rating of clinical know-how among Ghanaian student nursing and midwifery apprentices.

Daniel et al. (2017) researched the result of health segment work activities on Tuberculosis (TB) and TB&HIV in Nigeria and opined that (a) stress from an unfriendly work environment could have severe effects on both the TB - HIV sick persons and employees; (b) based on the participants' capabilities, there are quite a few sources of stress in the health facility setting, which can modify the health results of TBHIV patients, who are a very defenseless population. Ogbuabor and Onwujekwe (2019) researched the governance control program's effect on tuberculosis in Nigeria. They indicated that both the TB/HIV sick ones and the clinician are uncovered to ecological stressors and that the findings stated that the worth of care in such a traumatic setting would not be ideal. Yunusa (2021) researched community view concerning regime reaction to COVID-19 in a sizeable commercial city in Nigeria, and the results indicated that government is

lukewarm to the crisis of new pandemics, which has drastically affected clients suffering other challenges.

Hamed et al. (2020) researched dares confronted by treatment schoolchildren to work with nursing Personnel. They opined that (a) there was a drop in the percentage of TB cases knowledgeable by the community segment health services and an increase in the proportion of TB cases described by the isolated health facilities during the era of industrialized disagreements in the public health subdivision; (b) the weighs on health division engineering appointments on TB and TB/HIV increases the stressfulness of the severed sick ones with TB/HIV, which in turn causes emotional stress to nurses that affect the number and value of care delivered to the longsuffering ones. Further findings indicated that the most significant challenges faced by the Nigeria community because of clandestine drug vendors were (a) feelings of hopelessness caused by frequent deaths of patients and mental exhaustion from working in the health facility; (b) unwritten stiffness with nursing colleagues and chiefs (Daini et al., 2021).

Florence (2021) researched the experimental scholars' location of nurturing and midwifery scholars in Ghana and indicated that (a) further pupils received command from a nurse during quantifiable location, and club regulation was the most mutual during clinical placement; (b) nursing undergraduates were more to be expected to rate their hospital knowledge recovering than midwifery pupils; (c) students who had increased contact with private supervisors were also more probable to rate their involvement higher; (d) scientific skill was also rated higher by students who received successful supervision compared to those who had unsuccessful or team supervision. A similar study by Alhassan (2021) to examine nursing and midwifery scholars' consummation with their proven revolution know-how indicated that (a) there was a statistically significant relationship between the clinical learning environment; (b) nurses' cerebral tiredness triggered

them to develop irritated and being upset during the functioning change, and thus, provide incomplete care for TB/HIV client, Ijezie et al. (2021) further added that there was a decrease in people with presumptive pulmonary TB compared to those enrolled for TB treatment during the COVID-19 periods; (b) a decline was noticed in patients tested for HIV, TB.

Orenyi et al. (2018) evaluate the consequence of labor assaults on entrance to facility provision in Secondary Health Establishments in Cross River State, Nigeria. The findings revealed that (a) labor strikes have severe consequences for the health sector in Nigeria; (b) the accessibility of the sick persons to health care facilities during labor strike hinders effective treatment of patients; (c) labor strikes influences stressful physical environment to the vulnerable patients and their charge to the ICU rises the severity of the susceptibility; (d) unremitting light cuts, pollution, and inadequate physical atmosphere for care were among other aspects might distress all facets of cerebral and bodily health of aging patients.

Essien (2018) researched the socio-political and economic effects of medical union strikes on the health sector of Akwa Ibom State of Nigeria and indicated that (a) strikes and unfitting organization rules have condensed the magnitude and worth of care provided to patients, including the elderlies; (b) strike brings about the isolation of nurses from the patient's bedside to the rigid official procedure, such as regular records of recurring events into the hospital information system that focuses mainly on the management's needs of hospitals; (c) inappropriate policies of the nursing authorities also causes most nurses to stay at home during strike actions. Adelaye et al. (2017) researched health workforce and governance: the crisis in Nigeria. The findings revealed that (a) resource constraints (human/financial) are offshoots of ongoing crises in Nigeria that harmfully disturbed the delivery of healing measures to all customers in all clinic locations; (b) Inappropriate nursing handover styles as a result of strikes affects patient care; (c) conveyance of

assignment is shown verbally and randomly and this questions how nurses organize patient care through different periods.

Fenny et al. (2018) researched why common fitness coverage structures in Africa exclude the underprivileged. (a) Nurses' deficiency or the lack of employment plan has led to further burden on treatment workers as a result, continuous strikes; (b) nursing effort has led to physical and psychological tiredness, that damagingly affects the magnitude and worth of attention; (c) lack of compensation of the extra hours worked due to shortages of staff resulting from the labor strike actions have condensed the amount and value of care delivered to the sick ones. Azevedo (2017) researched the level of clinical schemes in Africa including the challenges and opportunities. (a) Lack of the required specialized knowledge and skills have been one of the trials faced by nurses in the discharge of their nursing care; (b) tribalism and lack of staff engagement resulting from the lack of rights are amongst the chief encounters in upgrading determinations; (c) restrictions in the middle of specialized, punitive and decision-making crowds present significant hurdles to change, and others do not always share consensus within one profession; (d) resistance to improvement efforts contributes to failing standards of care.

Adeloye et al. (2017) researched the impression of the catastrophe on the health personnel and power in Nigeria. The findings indicated that (a) the Nigerian wellbeing organizations are comparatively fragile, and a harmonized reaction through the nation with several health employees emergencies have been recounted in current times due to numerous months' remunerations due, unfortunate happiness, absence of fitting health services and initial groups amongst health workforces; (b) pitiable management and response across diverse ranks of administration have played influential characters to advance inner rebellious amid health workers with altered clusters tied up in expanded sovereignty trial; (c) the internal fighting has thus prohibited ideal healthcare



provision to the Nigerian people; (d) there is lack of a strategy by those in authority to convince healthcare workers that there is a remedy for the internal battles. Martinez (2016) researched intensifying expenses and discrepancies in health maintenance value, access, and results. A vital policy includes winning clinicians in defining what they would like to improve in their service since clinicians could identify defects they would like to fix. However, some defects may be outside the control of individual teams.

Fenny et al. (2018) researched why community fitness cover systems in Africa do not include the less privileged. The findings indicated that (a) the poor lack the essential finances to register into insurance schemes; (b) the lack of adequate coverage of health care to all has led to the introduction of insurance schemes; (c) some insurance schemes are a blessing to the underprivileged population. Azevedo (2017) researched the challenges and opportunities on the state-run of wellbeing structures in Sub-Saharan Africa and opined that (a) expansion measures are frequently disputed as everybody might come to an understanding on the necessity for respectable worth, but not on what explains decent eminence or how it should be realized; (b) double features of indication are necessary to be noted; (c) evidence is required to support particular interventions to reduce infection rates and how best to implement better practices.

World Health Organization (2017) findings to ascertain the remedies necessary to be addressed to resolve the deficiency of hospital employees in Sub-Saharan Africa opined that (a) there should be massive training in the health care domain; (b) specialized health care workers are needed in the health sector; (c) alterations in training are more expected where there is memos between the problem areas. Numerical evidence presented by the investigation confirmation base and clinicians' cognitive concerning what is likely to work practically. Center for Disease Control and Prevention (2015) findings indicated that, even those excellence principles that seem well

proven in systematic positions might be open to competition if they do not support well with people perceptive or when they threaten people's interests/ conflicts priorities. Reports from the Centers controlling Disease and Prevention (2016) on (a) national civic health decision to avert and manage diabetes; (b) heart infection; (c) obesity and associated risk factors; (d) promote school health, indicated that the governments must improve upon their health systems to enable sustainability.

Mirna (2018) researched the dares opposition nursing edification in the progressive healthcare setting. The findings opined that nursing practice in the twenty-first century is challenged by countless burdens such as the (a) uplifting figures of mature hospital clients and analytically sick patients; (b) cumulative healthcare expenditures; (c) growing deficit in clinical staff and nurse teachers and a change in the age of the nurturing labor force. Bipartisan Policy Center (2015), reporting prevention prescription for refining healing and health care, indicted that nurse instructors must frequently evaluate and appraise training syllabuses, delivery and receiving tactics, and packages implemented to get ready new expert nurses to familiarize to the fast-changing and progressing health care locations. Julia et al. (2016) researched improving the Health Care System further indicated that (a) patients and nurses must prioritize the physical and spiritual needs to be the most important when showing concern for the patient or when receiving the care; (b) a corporate standard that could be acknowledged in quality is necessary for building trusting patient-nurse relationships.

Dye & Garman (2015) researched the exceptional leadership competencies for healthcare executives. The findings indicated that (a) despite the complication of the notion of excellence nursing care and the trouble to categorize collective qualities, patients and nurses need collaborative attributes in their interaction for the attainment of proper quality care; (b) successful planning is necessary for health care delivery; (c) mentoring and follow up is crucial for a

successful health care system; (d) evaluation is a necessary tool in health care management to attend success; (e) motivation is necessary for effective health care growth. These collaborative satisfaction attributes could be identified as a fundamental principle when dealing with patients. Ahluwalia et al. (2017) researched what describes an extraordinary performing health setting supply organization. The findings indicated that (a) high performance varies depending on the perspective of the healthcare worker or authority; (b) quality is the most appropriate way to defined high performance.

Bvumbwe (2016) researched enhancing nursing education through academic clinical partnership. The results indicated that (a) nursing knowledge to improve superiority cherishing attention for practicing nurse worker has the potentials to refine the discipline and facilitate functional variations, and energetic progresses in feature care and patient consequences; (b) nurse bosses might cultivate approaches that better favors nurse worker in ascertaining and supplying eminence nursing care philosophical of obligation, caring intentionality for patients; (c) nurse instructors may perhaps adjust learning prospectuses to improve and teach learners the basic abilities accredited within the meaning of excellence nursing care. Decker et al. (2015) researched the morals of superlative preparation and directed that (a) nursing coaches should plan and implement teaching sequences for rigorous care nurses and high-ranking nurse learners regarding the specific care of elderly patients; (b) nursing directors need to accomplish inter-professional battles and augment the quality and feature of aging patients care by building a satisfactory setting; (c) nursing scholars need to work to find new simulations of care delivery for elderly patients admitted to the severe care unit.

Daniel et al. (2017) researched the actual mentorship for enrollment and preservation of recently listed nurses at a tertiary care infirmary. The results shown that (a) mentorship package

had helped them mature medical nursing services and transit into the role of a practitioner; (b) nurses must stop the negative attitudes noticed from them toward the care of the elderly; (c) nurses need to grow in their respect for humanity and to provide care without considering patient age; (d) further education both formal and informal is ideal for bringing about improvement; (e) the leaderships of health facilities need to overcome the challenges posed by unsuitable surroundings; (f) absence of funds and a specific model of care carriage, and the inability of untying skilled fights from customer care in the health facility has to be addressed to facilitate proper health care management. Hilary Daniel (2017) researched improving health care through productivity indicated that motivation, though not the most significant element in maintaining employees, is necessary for productivity.

Agriculture is another type of business that needs sustainability. Siebrecht (2020) researched sustainable agriculture in industries and opined that (a) assessment of system development promotes agricultural sustainability; (b) academic empowerment increases agricultural sustainability; (c) socio-political support promotes agricultural growth and sustainability. Chao-Chien (2020) researched agricultural production in Tawain using ten experts as sampling size and outlined three areas of concentration that need attention for a successful agricultural business. The findings indicated that (a) business managers should do a detailed scan of the internal business environment to maintain sustainability in the organization; (b) leaders of industries should do a detailed scan of the peripheral environment to maintain sustainability in the firms; (c) the leaders need to embark on maintainable development if they must succeed in their farming ventures. Jackson (2016) researched the strategies implemented by agricultural farmers in their industries and opined that (a) agricultural farmers need education on farming; (b) the goals

and objectives of the organizations need special consideration for sustainable business; (c) quality material resources are necessary for the success of agricultural farming.

Ulvenblad et al. (2018) researched sustainable agricultural strategies in two hundred and four firms using four industries and opined that (a) business leaders should optimization the use of their industry's resources to have sustainable agricultural growth; (b) business leaders should use transformational leadership strategy to have sustainable agricultural growth; (c) business personnel should improve on their customer care to the clients to have sustainable business growth; and (d) companies into farming business should develop innovative techniques to survive their agricultural businesses. Elias and March (2020) researched sustainable agricultural business in industries and outlined that (a) the leadership of agricultural firms should embrace socio-economic and ecofriendly innovations in the firm; (b) the leadership of the firms should work to reduce environmental and business risk; (c) leadership should source for external support to keep the business moving. Badawi (2016) researched the agricultural business and indicated that education is necessary for the growth and sustainability of agricultural businesses.

Hao and Yazdanifard (2018) researched the sustainability of business and opined that (a) better strategies influences business growth; (b) material and financial resources available help in the growth and sustainability process of firms; (c) education to farmers is essential for agricultural growth and sustainability. Uziak and Lorencowicz (2017) researched the sustainability of agricultural industries and opined that the strategies for businesses to be sustainable includes (a) leadership knowledge on business; (b) how employees relate with customers; (c) the availability of material resources; (d) focusing on the goals of the organization. Velten (2015) researched the strategies for growth and survival of agricultural firms and indicated that (a) a proper framework is necessary to help the businesses succeed; (b) the decisions of the firm's personnel matters much

as concerns the process of business sustainability; (c) the knowledge of the leaders is a necessary tool for a sustainable business.

Yankson and Owusu (2016) researched the strategies that influence sustainable farming in agricultural firms and indicated that (a) business leaders should focus on providing resources for their businesses as a priority if they must have sustainable agriculture; (b) resources for business should be of high quality for a sustainable business; (c) leadership of companies should higher loyally labor force for sustainable business growth. Douxchamps et al. (2015) researched the strategies that influence Agric-food business in firms and opined that (a) goals prioritization is a necessary strategy for sustainability; (b) empowering of cultivation workers will increase business success; (c) adaptation to innovation is necessary for agricultural business success. Waha et al. (2018) researched the strategies that influence the growth and sustenance of organizational agriculture and outlined that (a) goal setting is necessary for business success; (b) the right personnel and leadership is vital in defining business success; (c) proper use of resources promote agricultural sustainability.

Education can never be left out when it comes to business types that need sustainability. López-Navarro and Segarra (2015) researched common issues in schools' business and opined that (a) when school authorities iron out common issues that hinder the school's success, the business will survive; (b) students' collaboration with management is a better strategy for achievement in school settings. Akareem and Hossain (2016) researched the strategies that influence schools success and opined that (a) the age at which students attend school determine their success and the survival of the school; (a) the income received as fees from the students determine the success of the school; (c) previous success records of the school ensure a constructive outcome on the realization of the school; (d) the policies governing the school require a helpful consequence on

the attainment of the institute. Perrin et al. (2015) researched the strategies for schools' success and opined that (a) a rich curriculum leads to success; (b) educational level of the facilitators enables success in school settings; (c) the level of collaboration of the students is an enhancer to school success.

Pauw et al. (2015) researched academic sustainability with data collected and analyzed from two thousand four hundred and thirteen participants using a descriptive approach. They opined that for schools' businesses to be sustainable, planned decisions and strategies should focus on policy and learn from those executing the policies. Mogren et al. (2018) researched educational sustainability in public schools and opined that (a) school's administrators should focus on strategies that promote business; (b) school's leaders should hire qualified workforce if they want to succeed in their academic ventures; (c) school leaders should moderate the level of fiscal spending in schools for fruitful academic success. Geitz et al. (2019) researched the academic business and opined that (a) best problem-solving technique is a better strategy of educational success; (b) managements in learning institutions should provide a calm learning environment for people to study for the business to be successful; (c) a well-designed curriculum is a necessary tool for sustainable academic progress.

Shawe et al. (2019) researched the factors influencing a school's business using a qualitative case study design in sixteen sites. They indicated that (a) management of academic institutions should adapt standard programs that enhance educational business; (b) leadership in school set-ups should set excellent strategies and policies that promote the success of school industry; (c) management should institute well-defined channels of communication flow to promote academic business; (d) there should be continuous management's support to the team to facilitates academic business. Laurie et al. (2016) researched the strategies for educational success

and opined that (a) a well-designed program will promote educational success; (b) training of staff with pedagogical skills enhances academic success; (c) good policies and proper application equally helps in the attainment of school success. Branden (2015) researched the strategies that promoted academic business and indicated that (a) a well-prepared curriculum facilitates the success of a school's business; (b) competent-based education also leads to sustainability; (c) collaboration of leaders and subordinates ease academic business and foster sustainability.

Spadaro et al. (2017) researched the sustainability of school businesses and indicated (a) the success of school businesses is in the hands of teachers; (b) collaboration between the teachers and the pupils/students is needed for effective knowledge delivery; (c) policies developed by school's managers should be those that promote learning. Gan et al. (2019) researched the success of school business and opined that the business depends on pedagogic decisions makers. Dima and Meghisan-toma (2016) researched the strategies academic institutions used to survive and opined that (a) school leaders need a well-designed curriculum for effective teaching; (b) participatory decisions making process is necessary for the success of school business.

Vesso and Ruth (2016) researched the strategies used by business operators for successful business attainment. They indicated that (a) teaching staff should have acceptable qualifications that enable effective knowledge delivery; (b) policies made by school's managers should favor learning; (c) school's managers should develop a collaborative approach with team members for a successful academic business. Campbell (2015) researched the strategies for educational sustainability in academic institutions and opined that (a) the determination of teachers for higher results is one of the excellent strategies for business success; (b) the use of the right pedagogic delivery approach by the instructors is a necessary strategy for school success; (c) collaboration of the instructors and the learners is the best way for the business to be successful.



Filho and Pace (2016) researched educational sustainability and the strategies necessary for school business survival. The result of the findings indicated that (a) the level of training of the instructors positively influences business success; (b) in-service training impact academic institution positively. Gokool-Ramdoo and Rumjaun (2017) researched the sustainability of educational institutions and indicated that (a) management of learning institutions should address the pressures of formal and informal education to have a harmonize program that promotes learning; (b) school institution's leadership should shift from the old way of knowledge delivery to the modernized system for efficient educational success; (c) school's leaders should create a robust positive relationship between the learners and instructors that promote educational success. Jose and Chacko (2017) researched the strategies that influencing university education and opined that (a) the instructors should have the required qualification for effective knowledge delivery if they must achieve business success; (a) the quality of the programs offered should be excellent and sustainable; (c) management should grow in their financial management strategies.

General commerce needs maintenance strategies. Rastislav and Silvia (2015) researched general business sustainability and opined that strategic planning enhances business sustainability. Fuertes et al. (2019) researched the strategies that influence the sustainability of businesses and opined that (a) managers should not deviate from the foundational strategy used in creating the business; (b) the leaders should embark on the implementation of the strategies set up in the firm to promote organizational sustainability; (c) the business owner should put in place a well-trained leadership to manage their businesses to achieve organizational success. Turner and Endres (2017) researched the success of general commerce using a mixed research approach and multi-stage case study design and opined that (a) the entrepreneur's connections with customers are vital for business success; (b) planning by business managers is observed as the approach of trade victory;

(c) the ability of business managers to advert challenges is a strategy for business success; (d) being able to overcome business rivals is an effective business survival strategy.

Garcia and Mojica (2015) researched the strategies that promoted business sustainability in organizations and opined that proper management of finances and good customer relationship promote business sustainability. Elnaga and Shammari (2016) researched the impact of technological gadgets on business and opined that (a) technology is a complementary tool to business sustainability; (b) the ability of business owners and business personnel to effectively use technology tools is an effective strategy for organizational sustainability; (c) effective management of change in an industry is a business strategy to keep the firm sustainable; (d) adequate communication flow promotes business sustainability. Kopnina (2017) researched the lasting strategies in business and indicated that (a) business personnel's strategic thinking is a necessary tool for business success; (b) the level of education of business leaders, help in the attainment of sustainable businesses; (c) excellent customer relationship enhances business sustainability. Bergquist (2017) researched business strategies in industries and opined that managers' knowledge of companies in business history is a breakthrough that brings about organizational success.

Niu, Y. (2016) researched the impact of technology as a business strategy for active development. The result of the findings indicated that (a) sustainable business needs managers with good knowledge of enterprise growth; (b) proper financial planning would improve the sustainability of organizations. Engert and Baumgartner (2015) researched the strategies for sustainable business and opined that (a) the leader's grip on employees is an effective strategy that keeps the business sustainable; (b) employees' motivation is an excellent strategy for industry's sustainability; (c) effective communication enhances organizational sustainability. Oertwig et al. (2017) researched business sustainability strategies in companies and opined that (a) planning is

an essential strategy for business success; (b) measuring and evaluation of performance is a strategy that accelerates industries sustainability; (c) effective communication channels is an effective business strategy; (d) collaborative decision-making process helps in business sustainability.

Construction and contracting nowadays is considered as major business type that need maintenance strategies. Budayan & Dikmen (2015) researched the sustainability of businesses in the construction industries and opined that (a) management team members should build an excellent collaboration with the employees of the firm that promotes business sustainability; (b) the leaders should establish cost-saving measures to prevent waste and keep their businesses sustainable; (c) business leaders should uphold quality in the construction industry for the firm's sustainability; (d) quotations for contracts should be accurate to avoid budget shortage during execution; and (e) the leaders should institute effective safety measures that will lead to sustainable businesses. Mensah (2019) researched strategies for sustainable contracts and indicated that a policy that integrates associations of workers and customers helps in business sustainability. Ramlee et al. (2016) researched sustainable business contracts and opined that (a) proper management of cost; (b) proper time management; (c) excellent quality of work; and (d) a qualified management team are the significant determining strategies for successful implementation of contracts.

Adjei et al. (2018) researched the sustainability of construction contracts following the quantitative research approach, and fifty respondents responded to the questionnaires out of sixty-three administered. The results of the findings indicated that (a) managers should classify workers correctly for efficient and effective output; (b); managers should be faithful to pay workers dues as agreed upon; (c) services rendered should be of high quality. Zakaria et al. (2017) researched

strategies that promote work contracts in firms and opined that (a) the leaders should practice efficient cost management so that the contracts could be executed successfully; (b) services rendered should be of high-quality standards; (c) time should be efficiently and effectively managed for successful contracts execution; (d) projects managers should be educated to manage the contracts efficiently and effectively. Nasira et al. (2016) researched the strategies that contractors used to make their contracts successful and opined that (a) efficient management of cost promotes business contracts; (b) efficient time management enhances contacts business; (c) quality work advertises the company leading to the firm's sustainability.

***Measuring Business Sustainability.*** Nicolăescu and Alpopi (2015) indicated that the measurement of sustainability is based on the evidence of economic growth. The stakeholder's earnings from the business determine how successful their business is succeeding. Hourneaux et al. (2018) researched the measurement of business success in organizations and indicated that (a) effective delivery of goods and services on time is a measuring rod for a successful business; (b) the number of clients raising complaints against the company indicates how successful or unsuccessful the business is fairing; (c) a survey to assess client's fulfillment would be a significant pointer to rate the attainment or disappointment of a commerce. Casey and Sieber (2016) researched how business sustainability is measured using a structural interview and opined that collaboration between team members specify the triumph of an industry.

Nigri and Baldo (2018) researched measurements leading to sustainability in organizations and opined that (a) sticking to the mission and vision of firms determine the success story of the firm; (b) the positive impact of a business on the environment determines the success of the firm; (c) proper reporting tools in an organization determine the victory and persistence of the business. Medel-González et al. (2016) researched integrative measurement of sustainability in

organizations and outlined six factors that determine a firm's success. They opined that (a) financial profit and investments determine the success or failure of the firm; (b) the business strategy used determines the success of the organization; (c) client's fulfillment is a determinant of business success; (d) company's personnel progress is a determinant of business success; (e) the inner structure and processes used determines the success of the enterprise; and (f) stakeholder's fulfillment determines the success of the firm. Chen (2015) researched the measurement of sustainability of industries and opined that (a) the managers should focus on quick sales turn-over; and (b) the provision of social amenities to the community, which determine the success of the business.

## **Summary**

A compressive literature appraisal would generally include a thorough review of the works of previous intellectuals in the same field of study to assess the gaps better and see how to fill them in the investigation (Oberiri, 2017; Zaffar, Naeem & Jamal, 2018). The investigation intended to examine the factors of impending industry growth in the Northwest Region of Cameroon in Sub-Saharan Africa and the contemporary issues affecting firms in this region. The literature review begins with the theoretical/conceptual framework and field industry description (Weisbord, 1976). Following the structure outlined, the researcher produced a brief literature review that meets doctoral expectations. The professional and academic literature reviewed in this chapter focuses on (a) overview of business growth; (b) stages of business growth; (c) factors impeding business growth; (d) causes of business failure; and (e) strategies that promote business success.

The overview of the factors impeding organizational growth highlighted (a) the meaning of business growth or success and the stages of organizational growth; (b) the factors of business growth and the impact that firms create in the community (Neneh & Vanzyl, 2016). Additionally,

the review highlights (a) related issues on organizational trials faced by leaders; (b) causes of firm's failure; and (c) the strategies for industry growth (Foss & Saebi, 2016). Business success is the satisfaction obtained from business and is not necessarily monetary value (Mohd, 2015). The review exposed how broadly small companies vary in size and capacity in different growth stages (Hussam, 2020). The success story of the industries depends on the independent actions of (a) the firm's operators; (b) the different organizational structures; and (c) the management style of the industry's management in place (Djankov, 2016). When owners and managers in companies understand (a) the stages of industry growth; (b) trials faced by business operators; and (c) effectively plan their business, they will both experience successful growth (Axel et al., 2015). No measure prescribed for better planning which is a gap.

Bandon (2018) amongst other research indicated five stages of business growth (a) conception; (b) startup; (c) growth; (d) expansion; and (e) maturity. Other researchers like Mejrill and Zouaoui (2020) studied industry growth and identified five stages of business growth (a) conception; (b) startup; (c) growth; (d) expansion; and (e) maturity, which to them are vital for the industry's owners/leadership to understand and follow. Achtenhagen et al. (2016) indicated that to investigate the factors impeding business growth and have complete results, the assessment of the different stages of business growth is necessary since the different phases have a high influence on the victory and survival of businesses. Lee et al. (2016) outlined three stages of business growth, while Kouretasab and Tsoumasc (2016); Paulo and Mota (2019) focus on four stages. (See Appendix B. for the overview and different stages of business growth). The different findings are contradictory as the authors could not settle on the same number of business growth and survival stages. This is a gap because failure to agree on the same number of stages of business growth

misdirects or misleads the business leader on the right stages to follow, affecting the survival of businesses (Alqaralleh & Sapena, 2019). This research will investigate this gap.

Besides, most of the findings on the impact of businesses in the community seem geared towards small businesses. Hence the impact of large organizations or companies seems to be neglected by previous researchers. When business owners and business leaders know the impact their businesses create in the community, their management tactics may change for the success and survival of the business (Nugent, 2018). Insufficient knowledge of the impact of business within community may just be a real factor contributing to business demise (Nugent, 2018). This research will investigate the gap mentioned above to understand better the impact of businesses on the community.

On the factors impeding the growth of industries, two significant factors are affecting a firm's growth (internal and external factors) from which the other factors emanate. The internal factors of business growth influence the survival of a business within the firm or organization (Aktar, 2016). Sitharam & Hoque (2016), among other researchers, indicated (1) internal rivalry; (b) fraud; and (c) lack of cooperation of the business workers to be the factors that affect South African businesses. In other findings by Aktar (2016); Hossain et al. (2016); Serge and Bafon (2015), the internal factors affecting businesses include (a) the location of the enterprise; material funds; (b) fiscal possessions; (c) human capitals; (d) structure; (e) educational characteristics; and (f) nature of business. Additionally, on the factors impeding business growth, Sitharam and Hoque (2016) highlighted a significant number of drivers that affect industry survival (a) limited resources; (b) educational characteristics; and (c) government policies, among other factors. (See Appendix C. for a list of authors on internal factors of business growth).

However, the absence of a vital factor that impacts the success and survival of industries in a study led to partial results (Aktar, 2016). The above researchers on internal factors of business growth failed to consider (a) the type or nature of business; (b) customer care; (c) transport availability; (d) skills transfer; (e) risk management; (f) motivational tools to employees; (g) purpose of the organization; and (h) accountability and transparency. On the part of external factors influencing business growth, the researchers failed to indicate (a) the cost of market produce/ services offered to business operators by their vendors; and (b) the affordable price of products/services offered to customers by business operators in the studies. Lastly, none of the studies indicated the effects of competitors in the same environment that deal on the same business line. (See Appendix D for a list of authors on challenges of leadership styles). These are gaps that need attention in this present study.

The review on leadership styles and challenges identified some leadership styles and challenges that affect business success. Gandolfi and Stone (2018) among other researchers directed that (a) transformational leadership style; (b) coaching management way; (c) autocratic leadership style; (d) democratic leadership styles; (e) charismatic; (f) team leadership style; (g) participatory leadership style; (h) facilitative leadership style; (i) transactional different governing style; and (j) servant governing method as the different management styles that firm's operators used. The servant governing method is the most appropriate leading style in a Christian/health organization (Wen et al., 2019). Results of other findings outlined that (a) transformational; (b) coaching; (c) autocratic; (d) democratic leadership styles have a positive significance on the organization performance, while (c) charismatic; and (b) transactional managing styles have an adverse result on the performance of firms (Khajeh, 2018).



Low education, resources trials, and incompetent leadership style of most leaders have been pointed as the significant challenges that businesspeople faced (See Appendix D). From the list of authors that have written on the challenges faced by leadership and leadership styles indicated in Appendix D, most of the authors failed to consider war and bad weather as some of the trials that the leadership of business settings faced. They also failed to indicate the best leadership style that is good or most appropriate for every business. These are gaps, and business leaders may not be able to situate the best or most appropriate guiding approach to apply in their business (Khajeh, 2018). This research will attempt a solution to these gaps.

On the causes of business failure, numerous factors are causing a firm's failure (Cannon et al., 2018). Atsan (2016) opined that the underlining causes of business failure result from internal and external factors. Nikolic et al. (2017) indicated (a) poor management style; (b) limited resources; (c) low education of the managers; and (d) the inability of the team members to meet up with demands as the significant causes of industry collapsed. Other researchers, including Amankwah-Amoah (2015), on the causes of business failure, indicated that most firms fail due to internal and external factors. External factors (a) government regulations; and (b) political instability are the external causes of business failure. However, business leaders must guard against internal causes like unproductive or poor business strategies to avoid organizational collapse. Following the scholarly works reviewed on the causes of business collapsed indicated in Appendix E, no author seems to have written on personnel conduct in organizations and motivation to employees, which might be a cause. The external cause did not consider the weather and availability of training institutions (Sitharam & Hoque, 2016). This study will bridge the gaps noted.

On strategies for business survival, internal and external drivers have a important part to play (a) the type or nature of business matters in the growth and survival of firms; (b) location for the business is an essential factor of business growth; (c) while the availability of resources among other factors are also crucial (Bahreini et al., 2018). Maintenance strategies for businesses may slightly differ though principles may remain the same (Felix, 2017). The research of Agyapong (2017); Dilli et al. (2018), among other researchers, indicated different businesses that need proper maintenance for continuous growth and sustainability, such as (a) health; (b) education; (c) agricultural; construction and contracting; and (d) general commerce.

Following the findings reviewed on the industry growth and sustainability strategies, the authors have not indicated the right leadership style as a sustainable business strategy. Very few researchers mentioned cordial relationships between business personnel and customers as a means to keep businesses sustainable. Lastly, the review on maintaining sustainability paid less attention to (a) expansion/ capital investment; (b) growth and well-being of the company's personnel (Nigri and Baldo, 2018). This research will bridge the gaps noted. (See Appendix F for authors and factors on business sustainability and strategies).

## **CHAPTER THREE**

### **RESEARCH METHODS AND DATA COLLECTION**

#### **Introduction to the Section**

Research method is the methodology by which the investigator finds out an approach to problem-solving or finds out a problem or the cause of the problem that exists (Saul, 2019). The present study focuses on measures of organizational growth in Cameroon in Sub-Saharan Africa. Seventy to ninety percent of global business closures arising from economic challenges and lack of technological innovations (Lewis & Monarch, 2016). The closure of these businesses due to a lack of innovation has led to a global decline in international trade in 2015 (Lewis & Monarch, 2016).

The business sector in Cameroon in Sub-Sahara Africa has suffered economic challenges on its businesses since 2016, which has either slowed or impede business activities by approximately sixty percent in the country (Economic News Release, 2018; Moki, 2018), despite the existing government regulation on business activities (Kinge, 2016). Decision-makers in companies lack management knowledge, proven by their low leadership style, which has led to poor customer relationships by the personnel in business settings (Jose-Maria, 2018; Sylvian, 2019). Besides, low product quality and untrained employees contribute to unsatisfactory customer experiences and, ultimately, business closure (Maih, 2018; Sevidzem, 2018).

Cameroon is one of Sub-Saharan's most affected countries especially the Northwest regions that has suffered business challenges and is now hard-hit by the ongoing sociopolitical and economic crises the country has been facing since 2016 (Aminah, 2018; Sylvian, 2019). Using the Northwest Region of Cameroon in Sub-Sahara Africa as a case study, this research investigated the risk factors and co-occurring issues affecting business growth in the region (Aslam et al., 2017).

The overall trade difficult was that not adapting to ever-changing societal expectations and integration of technological innovations at a precise moment will lead to business demise. The specific business problem is that ineffective leadership knowledge on business growth measures might lead to a deterioration in quality care and customer retention and limit sustainable business growth.

This research aimed to investigate the risk factors and concurring issues affecting business growth in Sub-Saharan Africa, with Cameroon as case study especially in the Northwest Region of Cameroon and establish measures for business improvement. The single case study targeted a sample size of 213 business operators working in Cameroon's Northwest Region. The sample size holds to the recommendation that reasonable sample size for quantitative studies varies depending on the study population (Mike, 2017). Quantifiable method was suitable for the investigation due to the availability of the independent variables that needed only confirmation on its ability to improve the dependent variable (a) business growth; (b) leadership challenges; (c) strategies; and (d) causes of business demise (Julija, 2017). The researcher pre-tests a well-structured questionnaire on 20 business leaders in Nkwen before respondents filled.

The implication for positive change is that the results of the findings might increase the knowledge of decision-makers on business and the integration of technological innovations. The increased knowledge will further lead to (a) sustainable business growth; (b) excellent customer relationships; and (c) increased employment opportunities in the Northwest Region of Cameroon and Sub-Sahara Africa. The (a) integration of technological innovations; (b) sustainable businesses; and (c) employment opportunities may improve the living conditions of business operators and their employees in the Northwest Region, Cameroon, and the entire Sub-Sahara Africa (Tambi, 2015).

This chapter (research methods) begins with (a) an introduction; (b) research approach and design; (c) the population of the study; (d) materials/ instruments and tools used in the research; (e) operational definition of variables; (f) study procedures and ethical assurance; and (i) summary. The quantitative examination technique was used for this investigation. The study's overreaching question was what strategies would promote sustainable business growth in Cameroon's Northwest Region in Sub-Saharan Africa? Understanding the factors impeding business growth in Cameroon's Northwest Region in Sub-Saharan Africa would lead to commercial progression in Cameroon and Sub-Saharan Africa a large.

### **Research Approach and Design**

**Research Approach.** A quantitative case study requires a closed-ended questionnaire that assists in data collection for numerical analyses and the presentation of statistical results (Ali & Barliana, 2017; Shaikh, 2015). Three research approaches exist; quantitative, qualitative, and mixed research methods or triangulation (Ahmed; Ilyas, 2017). The researcher chose quantitative research technique for this exposure due to the available variables that need an in-depth assessment to ascertain their influence on business growth. The quantitative research method collects numerical analyses and presents the results using statistics, tables, and graphs (Aida & Mani, 2019). On the other hand, the qualitative research approach is exploratory, and researchers use the approach when there is a lack of why and how on the issue, while triangulation is a mixture of the qualitative and numerical tactics (Grover, 2017).

Researchers use qualitative research approach when he/she lacks an understanding of why and how the issue is under investigation (Pantiva, 2018). Qualitative research is an approach that aims to explore or investigate the human interaction regarding a social, human problem or concern that needs an in-depth assessment to come out with the true meaning of the issue under

investigation. The qualitative research approach focused on an empirical investigation that produces evidence base results. This approach collects and analyzes data before interpreting the data to provide further understanding and meaning of what people do or say. The collection of data is through observations, interviews, and conversations from a small focus group. Jameel et al. (2018) indicated that valuable inquiry approach complements qualitative research method. The qualitative approach can take a case study design, grounded theory, and ethnography.

The qualitative research approach has disadvantages in that (a) the approach is time-consuming. The approach requires enough time to have an in-depth investigation of an issue or problem; (b) the approach requires firsthand information; (c) qualitative research is subject to the reasoning of the investigator, which at times can be misleading (Kelly, 2018). If the investigator's findings are faulty, one cannot criticize except by repeating the investigation. Considering that the problem under investigation has available factors that need an in-depth assessment to ascertain their effects on (a) business growth; (b) leadership challenges; (c) causes of business demise; (d) growth sustainability, a qualitative research approach is not necessary.

Following the two main research approaches; qualitative and calculable, current developments in research have come out with a third research approach called Triangulation (Carter et al. 2014). Mixed research technique is a blending of qualitative and quantifiable research approaches. The research approach combines both qualitative and quantitative research methods in one research. The mixed research method is also called triangulation (Esser & Vliegenthartu, 2017). The practice of triangulation focuses on the fact that sometimes it is challenging to stay with one research approach for some research topics. Examples are (a) finding out why the patients do not come to a particular hospital; (b) measuring the quality of a drug in the drug-producing industry for effectiveness.

Yeasmin & Khan (2017) defined triangulation as a method of certification that escalations legitimacy by integrating numerous perspectives and systems. He further added that in community learning, it denotes to the mixture of (a) dual or extra philosophies; (b) statistics foundations; (c) means or detectives, in a single reading of a particular phenomenon to unite on a single concept, and which could be engaged in both quantitative (validation) and qualitative (inquiry) studies. The use of triangulation stems from the fact that sometimes it is challenging to stay with one research approach for some research topic. For example, finding out the reasons why patients do not come to a particular hospital. This topic can follow a qualitative approach by investigating the reason why the patient does not come to that hospital and at the same time, can follow a quantitative approach by testing some known reasons that have been established that are responsible for patients not coming to the hospital such as; high cost of drugs, delaying in attending to patients, long distance to the hospital, rudeness of health personnel, lack of confidentiality in the hospital among others.

From the study of Heale & Dorothy (2013), the concept and theory of triangulation or the term triangulation springs from direction finding, where a setting is determined by using the position from two known points. Triangulation system was primarily announced into qualitative research in the 1950s to avoid potential biases arising from the use of a sole practice Heale & Dorothy (2013). This procedure is used to sanction recommended outcomes, but it can also be used to determine the completeness of data. Methodological triangulation is the most common type of triangulation. Varied investigation in research merely means the use of additional than one tactic to researching a question. The main objective is to increase promise in the results by validating the proposition of using two or more independent actions. This is because the combination of results from double or extra rigorous methodologies offers a wider image of the results than a single qualitative and or quantitative approach. The triangulation approach relates to research methods

and designs though it has a number of other disparities on it. Triangulation might consider using various theories, data sources, methods, or investigators within the study of a single phenomenon (Jennifer et al. 1989).

Heale & Dorothy (2013), in their studies, indicated that the use of triangulation might comprise double or extra collections of facts collection using the same methodology, such as from qualitative data sources. Alternatively, the study may use two different data collection methods with qualitative and quantitative. This can permit the limits of each method to be exceeded by associating discoveries from different perspectives. This combination of both quantitative and qualitative systems to respond to a specific research question may result in one of the following three outcomes (a) the consequences might unite and lead to the same decisions; (b) the results may relate to different objects or may be complementary to each other as well as supplementing the individual results; and lastly, (c) the results may be opposing or contradictory. Converging results are aimed to increase the validity through verification. On the other hand, harmonizing outcomes highlight diverse features of the incidence or clarify the altered spectacle and conflicting conclusions and can lead to new and better elucidations for the phenomenon under examination (Wendy, 2004).

Triangulation, or mixed methods, has a wide-ranging of examples as there are research studies. For example, health personnel arrogances about collaboration may be collected over an examination and focus group discussion, while a study to discover the reduction of blood pressure through a nourishing education program may comprise a review of participant adherence to the diet changes through daily logs along with a series of BP readings. In every case, the researcher is linked and compares altered systems associated to a distinct study interrogation.

Triangulation is essential because it provides researchers with several vital opportunities to be more confident in their results (Heale & Dorothy, 2013). It can kindle innovative procedures or



fresh techniques of apprehending a problem to balance with conservative facts gathering devices. This might support to disclose the divergent facet of a problem. This might also serve as an experiment for opposing theories. Triangulation' reduces the insufficiencies of single-source exploration. Dualistic sources complement and authenticate one another, which decreases the impression of preference. This offers more thriving and more complete evidence since humans share more honestly with an autonomous person than they do with someone they know or think they know. By using numerous procedures together aids to regulate contradictory clarifications (Yeasmin & Khan, 2012). Multiple research approaches do not go free of some problems or disadvantages.

Yeasmin & Khan (2017) indicated some disadvantages of triangulation. They opined that if the research is not concentrated academically or theoretically, such will not yield a reasonable product. Blending two methods in one research is not an easy task as many errors can be committed. A researcher may use it to replace a preferred leading method such as quantitative or qualitative methods, which is wrong because these are core methods in research.

Khalidi (2017) defined triangulation as a research approach that promotes legitimacy by integrating a number of perspectives and procedures in a single study. According to the definition, triangulation or mixed research method combines two or more (a) theories; (b) data sources; and (c) means of investigation in a unique investigation to bring together a particular concept. The concept could be quantitative (validation) or qualitative (inquiry) studies. The definition of triangulation throws light on how important the research approach is in research.

Ashour (2018) opined that triangulation is significant because (a) the approach provides researchers with several vital opportunities that tolerate investigators to be more self-assured of their outcomes; (b) the tactic can kindle the creation of new techniques or new ways of capturing a

problem to balance with conservative facts gathering devices, which may support to disclose the divergent measurement of a problem; (c) triangulation assists as the severe test for opposing theories. Further, Archibald (2015) strengthened that (a) triangulation decreases the insufficiencies of single-source research since two sources appendage and confirm one another, which lessens the sway of prejudice; (b) triangulation offers prosperous and inclusive evidence since humans share more justly with an independent person than they do with somebody they recognize or reason they identify; (c) by means of countless tactics together reliefs to instruction out conflicting explanations. The approach does not go free of some problems or disadvantages.

Grover (2017) outlined some disadvantages of triangulation. When the investigation does not pay attention theoretically or conceptually, triangulation might not yield a reasonable result. Blending two methods in one research is not easy because the researcher can easily commit many errors. A researcher might also use triangulation to replace a preferred leading method such as quantitative or qualitative methods. The mixed method (triangulation) would have been suitable but will not be necessary for this research because the approach is complicated and time-consuming; meanwhile, the quantitative method is faster to assess the risk factors and concurring issues impeding business growth in Cameroon's Northwest Region in Sub-Saharan Africa (Almalki, 2016). Triangulation has several shortcomings and is not ideal for this study.

A quantitative research method is a methodology for analysis unbiased theories by investigating the association among variables if they exist (Aida & Mani, 2019). These variables are measured or quantified based on the quantitative research tool (questionnaire) and statistical procedures such as regression that the researcher uses to analyze the numbered data (Saul, 2019). Quantitative research designs are primarily descriptive or experimental (measured once, before, and after treatment) and can take any of the following designs: case study, correlational, and

experimental design (Apuke 2017). The quantitative research approach by means of a single occasion investigation plan is suitable for this exploration due to several justifiable reasons: (1) The factors of business growth such as (a) leadership challenges; (b) causes of business failure; and (c) strategies adopted for business survival can be captured quantitatively (Chad, 2018). (2) Existing independent variables need assessment to ascertain their influence on the dependent variable (Tomšič, 2016). The researcher generalizes these findings for efficient problem-solving in business settings undergoing technological and economic challenges in Cameroon's Northwest Region in Sub-Saharan Africa.

This research did not aim to study the relationship of the variables with each other or to test the behavior of each variable based on their (a) quantities; (b) weight; or (c) amount, and because the researcher is dealing with different independent variables, correlation and experimental designs are not necessary for the study (Daniel, 2016). With the single case study (Northwest Region) chosen, the researcher investigates business growth factors in Sub-Saharan Africa and the concurring issues affecting business survival in the region (Dias, & Teixeira, 2017). The results of the findings shall, in turn, improve businesses in the Northwest Region of Cameroon and Sub-Saharan Africa. The choice of the Northwest Region as a case study is appropriate because of (a) the present sociopolitical and economic challenges the region is facing in its businesses; (b) the multiple businesses that have existed in the region; (c) the remarkable long-run experiences of the business operators in the region; (d) the cultural and language peculiarity of the region; and lastly (e) the past success story of business growth in the region.

**Research Design.** The study design is by using evidence-based (a) protocols; (b) procedures; (c) assumptions; (d) guidelines; or (e) consequences that will guide the philosophical orientation of the research objectives and research questions in the study (Majid, 2018). This can

be (a) potential regiment investigation strategy; (b) reflective cohort study design (c) case-control; (d) randomized study design; and or (e) snap-shot investigation (Sileyew, 2019). The researcher adopts a snapshot study design (collect our data once) to capture the quantitative analysis using a questionnaire developed with closed-ended questions and few open-ended questions. Snapshot investigation is faster than a longitudinal investigation (case-control) and cohort (Rahman, 2017). Following the current socio-economic and political crises pricking the Northwest Region of Cameroon, a snapshot is faster and reliable than multiple rounds of data collection that is not one hundred percent reliable in a longitudinal manner. The scholar administered the questionnaire and collected data for the investigation and analyzes using descriptive statistics and regression. The questionnaire is designed in five sections to capture (a) demographic characteristics; (b) factors of sustainable business growth; (c) causes of business failure; (d) strategies adopted by business owners and the leaders serving in these business settings to survive their businesses; and (e) the challenges the leadership business settings are facing in running these businesses in Cameroon's Northwest Region in Sub-Sahara Africa (Chong, 2017).

The selection of the research approach and justification for this research focuses on the problem under investigation. The dependent variables can best capture the drivers influencing (a) growth; (b) leadership challenges; and (c) growth sustainability in the Northwest Region of Cameroon in Sub-Saharan Africa (Queirós et al., 2017). The best data to capture leadership problems or challenges and growth sustainability is quantitative data (Sivarajah et al., 2017). This study will therefore take a quantitative research approach because the researcher shall test existing variables to find out the extent to which the variables impact (a) organizational growth; (b) leadership challenges; (c) business sustainability in the Northwest Region of Cameroon. However, he shall first assess and establish the factors influencing the organization's growth before

investigating their impact on the dependent variables. The researcher used twenty questionnaires designed for the investigation to carry out a pre-test with twenty respondents at the Baptist Center Nkwen Bamenda to ascertain the questionnaire validity. The appropriateness observed is what attests to the validity of the research tools chosen (questionnaire).

Secondly, the choice of the approach leans on the fact that the topic under investigation is a quantitative topic and has some ready independent factors in assessing and testing to confirm their impact on the dependent variables to come out with current results that can facilitate business growth and sustainability (Verma & Sharma, 2017). Lastly, the researcher assesses and establishes the impact of the observed variables (organizational growth challenges) on leadership (Griffiths et al., 2018).

The snapshot instance findings intention firstly, assists to assess the drivers of organizational growth from a general viewpoint in the Northwest Region of Cameroon, in Sub-Saharan Africa, then test such drivers to determine the degree to which they have and bearing on (a) the growth of the business origination; (b) leadership challenges; and lastly (c) growth sustainability (Arthur et al., 2015; Wallace & Burns, 2017). As a result, business operators will use the overall results to attain business success in the entire region.

The researcher targets a sample size of 213 business operators and leaders serving in business sectors in the Northwest Region of Cameroon out of an approximate total sample population of ten thousand business operators (Mbanga et al., 2018; Festing, 2018). The sample size holds to the recommendation that a reasonable sample for quantitative studies varies depending on the study population, time, and management (Mike, 2017). An assessment of the sovereign factor is necessary to determine their effects on the dependent variables for business

survival and sustainable business growth in (a) the Northwest Region; (b) Cameroon; and (c) Sub-Saharan Africa.

The researcher uses descriptive statistics to run a regression analysis using BMI SPSS statistics software to analyze the data (Almquist & Brännström, 2017; Nsom, 2017). An in-depth assessment of the independent variables determines the impact of the variables on the dependent variables and assists in providing solutions to business problems to enable organizational survival in the region.

### **Population and Sample of the Research Study**

Cameroon has a population of about 20 million, and the Northwest Region of Cameroon is made up of seven divisions and has a total landmass surface area of 17,300 square kilometers, with a total population of about 1,968,578, while sharing boundaries with (a) Nigeria; (b) West region; (c) Southwest region; (d) Adamawa regions (National Institute of Statistics Cameroon, 2017). The region is full of business ventures, among other activities (Sevidzem, 2018), and operates businesses like (a) health; (b) education); (c) agriculture; (d) general contracts; (e) general commerce. Most of the businesses are trivial and average-sized enterprises except for health and education, where large organizations exist (Jiotsa et al., 2015). Most of both businesses have declined or completely closed within the last four years in the region.

Regarding the study population, the study of Majid (2018) indicates that the study population is the targeted segment of people of interest chosen for the study. The sample population is from an average business population of about ten thousand business operators in the Northwest Region of Cameroon (Akinboade 2015). The study population comprises men and women who own businesses or work in business settings like (a) firms; (b) establishments; (c) industries; or (d) organizations.

The study's chosen investigative scope is the real integer of respondents to participate in the research investigation (Surbhi, 2016). There is twofold main selection *modus operandi* (a) probability (random); and (b) non-probability (nonrandom) sampling (Etikan & Bala, 2017). Probability sampling refers to the selection method where all the population members have equal chances of being selected. The nonprobability sampling method is when all the study population individuals do not have equal opportunities to become a part of the sample (Joseph, 2015). The probability sampling method can be (a) simple random sampling; (b) stratified random sampling; (c) systematic sampling; (d) cluster sampling; (e) multi-stage sampling (Taherdoost, 2016).

On the other hand, Non-random test group can be (a) purposive selection; (b) convenience sampling; (c) burgeon control group (Dana, 2020). A probability sampling technique using a structured close-ended questionnaire with few open-ended questions is the chief tool used for facts gathering adopted for this study to select thirty-five business leaders (senior business personnel) from each of the strata who shall fill the questionnaires. The researcher shall select two hundred and thirteen business owners and leaders as our sampling size and analyze the data before presenting the results. Specifically, the researcher considers the stratified random sampling technique. Stratified random sampling is a sampling technique where the researcher groups the study inhabitants into strata or groups, and in each group, the same number (sample) is chosen to represent the rest (Baltes & Ralph, 2020). The researcher groups the business operators into stratum following their line of business line and randomly selects an equal number of members from the clusters to participate in the research. Stratified random sampling has the advantage of eliminating bias over other methods (Lynn, 2019).

Surbhi (2016) indicated that the probability or random sampling method is a technique where statistical conclusions are made by the researchers using different methods. Simple random

test group is the basic system where the researcher selects a group of subjects (a sample) for a study from a larger group (a population), and each separate is chosen entirely by chance, and each member of the population has an equal chance of being included in the sample. In a population of fifty, the number is divided into five sets of ten persons, and the researcher may choose (a) one, four, and seven on the first set; (b) three in the second set; (c) eight in the third set; (d) one, three, five and seven in the fourth set; and lastly (e), the researcher may choose ten in the fifth set respectively. With the stratified random sampling, the study population is regrouped into strata or groups of equal numbers, and in each group, the investigator chooses the same number (sample) to represent the rest (Shahzad et al., 2018).

Pennsylvania State University (2018) highlighted that systematic random selection is a sampling method where the researcher arranges the population systematically and selects the sample. The participants stand in a row, and the researcher may decide to pick every third person or every fifth person on the line according to his/her choice (Sayed & Ibrahim, 2017). The systematic sampling was not necessary in this case following the business structure of the Northwest Region. Cluster sampling is a technique where the population is sub-divided into clusters (groups), and the researcher randomly selects clusters as the sample (Mostafa & Ibrahim, 2017). Cluster sampling was not necessary since the research targets individual business owners and leaders to fill the questionnaire.

Chauvet (2015) opined that multi-stage cross section divides large people into stages to make the sampling progression more practical. The researcher may combine stratified sampling, cluster sampling, and simple random sampling and use them in one research (Sedgwick, 2015). The researcher may divide the country's business population into states, and then, the researcher



will randomly select a few states and further use a random approach to get the targeted business settings as a sample population and choose the sample for the investigation.

On the other hand, with non-probability sampling, the researcher uses different techniques such as (a) purposive sampler; (b) convenience test group; (c) soar random sample (Wiśniowski, 2020). Purposive sampling is a non-probability sample based on a population's characteristics and the study's objective (Etikan, 2016). Purposive sampling is also known as (a) judgmental; (b) selective; or (c) subjective sampling (Ashley, 2018). The study of Etikan et al. (2016) explains that suitability sampling is a non-probability sample in which the researcher uses the subjects that are available to participate in the research study. This technique is called "accidental sampling" and is primarily recycled in trial revisions before introduction of a greater research project. Naderifar et al. (2017) opined that researcher should use snowball sampling to recruit contributors who, in turn, recruit other participants for a test or study. The approach is used where potential participants are hard to find. This approach is called snowball sampling because once the researcher has the ball rolling, the ball picks up more "snow" along the way and becomes larger and larger until the researcher gets the needed sample size. The approach is only applicable when the researchers use their judgment to choose participants themselves rather than ask the subjects to recruit participants for the researcher (Kirchherr & Charles, 2018).

Researchers must guard against sampling bias when carrying out an investigation (Prabhu et al., 2019). The numerous consequences of sampling bias are dangerous to the results of findings (Lin, 2018). Surbhi (2016) opined that sampling selection bias (a) misleads the results of the findings; (b) leads to a systematic distortion of the estimate of the sampled probability distribution; (c) may cause problems in the measure of probability functionalism since any statistics computed

from that sample has the potential to be consistently inaccurate (d) leads to inconsistency in the results.

The random or probability sampling method's choice is that the sampling method has numerous advantages over the non-probability sampling method (Vittana.org, 2018). Taherdoost (2016), in his findings, revealed that probability sampling (a) offers excellent data for examination that has a reduced amount of risk of carrying an error; (b) gives an equivalent chance of mixture; (c) requires less stress to complete the research; (d) easy to collect; (e) is easy to include multiple types of randomness to reduce researcher bias and more accessible to form sample groups; (f) application of the findings to the entire population base is evident. More specifically, the stratified sampling technique involves the whole population. It ensures a high degree of representativeness of all the strata or layers in the population than in clusters and multiple stages where some clusters or segments are sometimes forgotten (Etikan & Bala, 2017). Stratified random sampling can also provide more precision than a simple random sample of the same size saving money (Chris, 2018).

The researcher's targeted sample size is two hundred and thirteen business operators and leaders serving in business sectors in Cameroon's Northwest Region in Sub-Saharan Africa out of a total sample population of ten thousand business settings (Nsom, 2018). An in-depth assessment of the sovereign variables will determine their impact on the reliant variables (Losh, 2017) that will (a) enhance the organization's growth; (b) address leadership challenges; and (c) maintain growth sustainability (Mattingly, 2015). The researcher uses descriptive statistics, then run regression analyses using BMI SPSS statistics software to analyze the data (Ozgur et al., 2015). The researcher groups the key business settings with their leaders in each stratum firm to form six sampling strata for the study.

## **Materials/Instrumentation of the Research Tools**

**Data Collection Instrument.** Following the quantitative research approach selected for this investigation, the questionnaire constitutes the primary data assembly tool (Canals, 2017). The researcher develops the survey tool with close-ended queries. The questionnaire questions concern the growth of business organizations from conception, infancy, growth, and maturity levels for efficient growth of organizations and sustainability. The researcher designed the questionnaire in simple English and pre-test on 20 leaders at the Nkwen Baptist Health Center to ascertain its validity before taking the questionnaire to the field to administer (Mimi et al., 2015). If any laps arise from the questionnaire during the pre-testing period, the researcher corrects them before taking them to the field to administer. The researcher shall be the one to administer the questionnaires to improve their reliability (Tomsic, 2016). The researcher distributes the questionnaires to the respondents who know how to read and write and then give them time to fill them before collecting. However, any question arising from the respondents, the researcher shall address.

Section one of the research tool (questionnaire) focuses on demographic characteristics. The section pays attention to (a) gender; (b) age; (c) years served in the organization or business; (d) years the organization has been in existence; (e) level of education of the respondents; (f) type of the business run by the business operator (Vuksanovic et al., 2017). Participants must provide necessary information on socio-demographic characteristics that can connect to businesses' success in the region. The type of business that the business operators offer is essential to assist the investigator in capturing the different business classes in the region for better analyses (Paulsen & Toth, 2016). Section two of the research tool (questionnaire) focuses on general factors of business growth. The research participants indicate from a list of factors the different factors of

business growth and how each of the factors affects an organization's growth. Participants chose between (a) very low; (b) low; (c) neutral; (d) high; (e) very high to rate the level or extent to which the different factors given affect business success.

Section three assesses the strategies designed or adopted by businessmen and their leaders to overcome business failure. The respondents are free to answer Yes or No in response for every query asked. The enquiry questions capture the strategies that the business operators have set to make their businesses successful (Pella et al., 2018). Section four is to assess the challenges faced by the business settings' leadership in managing their businesses. Questions asked required yes or no answers. The goal is to understand the different challenges management faces to find the true meaning of the challenge and possible business success solutions. Section five looks at the causes of company failure. There are many elements for the respondents to choose from and indicate the factors that have affected their businesses over time. The investigator shall capture the rate or the scope level at which the independent drivers disturb the industries in the region using a range of answers (a) I Strongly Disagree; (b) Disagree; (c) Neutral; (d) Agree; (e) Strongly Agree. The researcher uses the responses to establish specific results (factors) responsible for the business collapse in Cameroon's Northwest Region in Sub-Saharan Africa (Pedchenko et al., 2018). Questions ask are to capture the dependent variable.

Many research tools are based on the research approach and design chosen (Trigueros & Juan, 2017). Quantitative research would normally go with a questionnaire, while the appropriate research tool for qualitative research is (a) face to face interview; (b) group discussion; (c) observation. The qualitative research approach is ideal for this research study, and therefore, (a) one on one discussion; (b) focus cluster discussion; (c) observation, is not necessary. The blended approach (mixed method) uses both the (a) questionnaire; (b) interview; (c) face-to-face group

discussions; (d) observation, (Pauw et al., 2015). With qualitative data collection, the approach (a) collects; (b) analyzes; and (c) interprets data to provide further understanding and meaning of what people do or say. Data collection is through observations, interviews, and conversations from a small focus group (Nyamulinda & Gaju, 2017). The different data collection methods in qualitative research have their advantages.

Following the three data collection tools mentioned above, the researcher chooses the questionnaire over other tools following the chosen research approach (quantitative research approach) to obtain analyses (Diksha, 2017). On the other hand, Chabachib (2020) indicated that (a) interviews; (b) observation; (c) face-to-face group discussions used in qualitative research can be time-consuming. Also, the researcher must be smart enough to guide the respondent to be on track. Interviewing someone and writing the observations at the same time can be challenging.

The research tool (questionnaire) was reviewed and approved by the University Ethical Clearance Committee. This review was after critical scrutiny by the research project supervisor. The authorization has been obtained through the different Institutional Review Board (IRB) or from the leaders in the different institutions who shall sign informed consent forms for themselves and their senior employees.

**Data Collection Techniques.** Using the questionnaire, the researcher shall administer it to the respondents in person. The researcher first gathers the respondents in their different stratum and then read out the questionnaires. Lastly, the researcher gives them time to fill the questionnaires while the researcher observes and assist in addressing worries if any come up. The researcher then collects the filled questionnaires and analyze the data.

**Reliability and Validity.** Reliability and validity are two necessary potentials of any measurement technique or tool. Having perfect reliability or validity is difficult because even measures that we think are accurate will always have some degree of error (Kassu, 2019).

Wiley & Sons (2017) opined that validity explains the magnitude to which the constructor concept measures what it says it is measuring. The use of a blood pressure cuff is valid when the cuff can measure blood pressure, not something else. Using an ophthalmoscope to measure blood pressure would not be a valid method if the blood pressure cuff cannot measure the blood pressure or give accurate measurements, then it has no validity and is not suitable for blood pressure measurement. Researchers identified two core forms of validity, internal and external validity (Mohajan 2017). Inner soundness or validity refers to the legitimacy of the measurement and test itself, while exterior rationality or validity refers to generalizing the findings to the target population (Psucd8 Standard, 2017).

On reliability, Kavanagh et al. (2016) indicated that dependability is the point to which an valuation instrument yields firm and reliable results. According to Stephanie (2016), reliability is the level that a trial, test, or any gauging process yields the equal outcomes on recurrent judgments. The inclination towards consistency in repeated measurements is its reliability. For example, if James measured a rectangular football field and obtained one hundred meters by two hundred meters, the exact measurement should be obtained if measured by Mary and on any date, no matter the number of times. To an extent, Stephanie (2016) opined that even though Ms. Grace's blood pressure may yield three different readings when taken by a nurse, the readings are only reliable if the differences are insignificant since sometimes it is challenging to have or obtain 100% reliability in absolute measurements. A test is reliable when several researchers can use it under stable conditions, with consistent results that do not vary. Reliability reflects consistency and replicability

over time. Reliability and validity are significant for psychological research because they indicate if the study satisfies the predicted objectives and hypothesis and ensures that the results align with the study (Gani et al., 2020). Therefore, if a study is reliable, the study can have confident and positive consequences in mind and can be used to improve many issues. On the other hand, validity is essential in that if the legitimacy of findings of a study authenticate the study and adds impetus to the research (Heale & Twycross, 2015), and the results do not size what it was anticipated to measure, then the upshots cannot be used to reply to the research question, which is the main objective of the research. By implication, researchers cannot use the consequences to make a sweeping statement on any findings, and this becomes a waste of time and energy (Trafimow, 2018).

**Validation of the Research Design.** The researcher designed a questionnaire with close and an insufficient open-ended question for the study participants to answer by filling their responses in the questionnaire. The researcher pre-tests the questionnaire designed on twenty business leaders selected at the Baptist center Nkwen Bamenda to improve the soundness and correctness of the inquiry tool for valid data that he collected for the study. The researcher uses the knowledge learned on organizational management and design the data collection tool to capture the issues under investigation, (a) factors influencing business growth in general; (b) challenges faced by business owners and leaders in those business settings; (c) strategies adapted or designed by the business owners and the leaders in those business settings to enable successful businesses; (d) causes of business growth, to design the questionnaire before conducting a pilot study on twenty leaders at the Nkwen Baptist Health Center to ascertain its validity. The sections to capture information in the survey form also contain the basic features of the research participants. After

the grouping of the research participants, the researcher then administered the questionnaire to the research participants to fill while the researcher gives directives to achieve credible results.

The researcher developed the research tool with supportive evidence from previous investigators' works in the domain under investigation (Nosratabadi et al., 2019). The questions that enabled unbiased data collection and management were designed in a well-structured questionnaire with the aid of validated questions to explore issues disturbing the evolution of lesser and average-sized initiatives (Nugent, 2018). The questionnaire addresses issues on (a) business operators' characteristics; (b) access to financial availability; (c) innovation on business; (d) leadership; (e) government policies; (f) and non-financial factors (Nyangala, 2017).

**Reliability of the Research Design.** With the Notion of reliability in research design and since research work should be reliable, the data collected for this work is firstly (a) from a reliable source; (b) secondly, from experience business operators in the region who are now facing business challenges; (c) further, the business owners are eager to have a solution for their business problems and will generally provide succinct information that will enable the growth of businesses in Sub-Saharan Africa; (d) lastly, the tool used is reliable and adequately designed to capture (a) factors impeding business growth; (b) leadership challenges; (c) causes of business failure; (d) strategies adopted or designed by business operators in the region to enable business growth and survival (Kavanagh et al., 2016). Business owners and leaders working in business settings provide information concerning their businesses and businesses' growth in the region. The findings will improve their businesses in the region for better economic growth and sustainability (Northouse, 2016).

The researcher obtained a gatekeeper letter from the delegation of commerce to the reliability of the data to be collected. This awakens the business operators to understand the



importance and necessity of the study, causing the business operators to provide accurate and replicable information for business growth and survival. Also, the validation of the University Research Ethics Committee's research tool enhances the validity and reliability of the research tool that enables credible research data (Kubai, 2019). Following the well-structured questionnaire administration by the researcher in person and the methodology the researcher uses, there is a certainty that the data obtained for analyses shall be reliable, and replicating the result shall be possible (Taherdoost, 2016). With this, the researcher shall administer the questionnaire in person. He aided the respondents in collecting valid and reliable data for analyses. After collecting the research participants' data, the researcher verifies its reliability (Ghazali, 2016).

### **Operational Definition of Variables**

**Operational Variables.** Several variables like (a) general factors of business growth; (b) leadership challenges; (c) inability of the business to survive (causes of business failure); (d) strategies adopted or designed by business owners and business managers for business survival, take into consideration in this study. The researcher groups the variables under two main variables: Independent and dependent variables (Apuke, 2017). Out of the two main variables, researchers have identified other categories of variables (a) controlled variable; (b) intervening variable; (c) moderate variables; (d) extraneous variables. All the enumerated variables can either be qualitative or quantitative (Trigueros & Juan, 2017). Quantitative variables differ in quantity measured in amount, weight, numbers, while qualitative variables differ in quality (Kaya, 2015). Discrete or continuous variables are quantitative variables, while nominal/categorical variables are examples of qualitative variables.

A variable is defined as a feature possessed by the members of a population (Losh, 2017)

and something that varies or changes in value according to situations or varies on its treatment. Prasad (2020) likewise defined a variable as something capable of taking different values depends on the condition that the variable is passing through. In this study, the researcher defines a variable as a stimulus or factor (independent variable) that stimulates or causes a change in the direction of (a) things; (b) situation; (c) process; or (d) another factor, (dependent variable), or that a variable is a (a) situation; (b) process; or (c) factor that changes its direction, or state, caused by a stimulus (independent factor). Variables are categorized.

**Dependent and Independent Variables.** This research made use of dependent and independent variables. However, the assessment indicates some controlled variables that do not influence or affect the dependent variables and some categories of variables useful for quantitative studies. This study is quantitative, so the researcher pays greater attention to quantitative variables though most variables will be defined.

There are different groups of questions in the questionnaire that define how different variables are measured. Questions in section one of the questionnaire capture demographic characteristics, while the researcher has indicated the questions to capture the factors of business growth in general in section two of the questionnaire (Vuksanovic et al., 2017). In section three, the researcher indicates the questions to capture the strategies designed or adopted by business operators and then outlines the questions to capture leadership challenges in section four. Lastly, section five contains questions on the causes of business failure. To address the questions on business growth and survival in general, the respondents have to choose from 1, 2, 3, 4, and 5 to represent (a) Very low =1; (2) Low = 2; (c) Neutral = 3; (d) High = 4; (e) Very High = 5. Research participants answered yes or no questions on both sections to respond to the questions on strategies adopted and leadership challenges. Lastly, to answer the questions on business failure factors, the

respondents use numbers (1,2,3,4 and 5) to represent (a) I strongly disagree =1; (2) Disagree =2; Neutral =3; (c) Agree =4; (d) I strongly Agree =5, to establish the level of significance.

The sample size is calculated using the Fischer's formula. Fischer's formula:  $n = Z^2 pQ / d^2$ , where:  $n$  = required sample size,  $Q = 1 - p$ ,  $Z$  = Confidence level at 95% (standard value of 1.96),  $p$  = Proportion of targeted population at 80% (0.2),  $d$  = level of precision at 5% (Standard value of 0.05). Sample =  $(1.96)^2 (0.2) (0.8) / 0.0025 = 245$ . Since the study population is  $\leq 10,000$ , finite correction factor is used. Minimum sample is;  $nf = Nn / N + (n - 1) = 900 \times 245 / (900 + 244) = 193$ . 10% is added to 193 for dropouts. Actual sample for the study is =213 (Vasileiou et al., 2018).

**Model Specification and Variables of Interest.** To determine the influence of the self-governing variables compared to (a) health; (b) education; (c) building materials, business types, the researcher uses a probit model. Discrete choice models are highly used in organizations' writings exclusively if performance is a binary dependent variable. In this case, the simple linear model gives inaccurate results (Albright, 2019). The researcher could use the logits models; however, he privileged the probit model due to calculation simplicity over the logit model.

The assessment to consider whether the business succeeds or fails is explained by the unsystematic convenience choice model based on the independent factors observed:

$$Y^* = x\beta + \varepsilon, \varepsilon \rightarrow N(0,1) \dots \dots \dots (1)$$

where  $Y^*$  is the latent unobserved continuous variable considered as the net utility obtained by a successful business,  $x$  denotes a vector of variable that determines  $Y^*$ , which includes (a) late adaptation to new technological innovation on business; (b) lack of financial resources; (c) limited material resources such as market goods; (d) lack of available human resources in terms of man

power; (e) poor decisions making during planning by management; (f) insufficient leadership knowledge on business growth; (g) type of business; (h) purpose of business; (i) government Policies are not favorable for sustainable business growth; (j) accessibility of business location; (k) wrong choice of business; (l) customers feel that they are not receiving adequate care from company personnel; (m) unskilled business personnel; (n) properly management of Risk; (o) no motivational tools to employees; (p) lack of transparency and accountability; (q) high costs of market products/ services offered to business operators by their vendors; (r) unaffordable prices of products/services offered by business operators to their customers.

$\beta$  It is a corresponding vector of coefficients of the observed variables and  $\varepsilon$  represents the unobserved portion presumed to be typically spread. The behavior of the business is assumed to be utility-maximizing as they choose the alternative that provides the highest utility. While the researcher does not observe  $Y^*$ , there is an observation of the discrete choice made by the business operators according to the following binary choice rule:

$$Y = \begin{cases} 1 & \text{if } Y_i > 0 \\ 0 & \text{if } Y_i \leq 0 \end{cases} \dots\dots\dots(2) \text{ Equation}$$

1 is run to determine the factors influencing business success.

**Dependent Variables.** The reliant on variable is the effect that the independent variable produced. The independent factors' effect will determine their significance on the dependent variables (business survival) in Sub-Saharan Africa. To further assess the surviving nature of the business, the researcher outlined four dependent variables (a) business growth and survival in general; (b) leadership challenges; (c) business failure causes; (d) adopted business success strategies. The enumerated variables are necessary to determine the results that will enable

business growth and have a strong corroboration with business success. Mattingly (2015) study defined dependent variables as the effects caused by independent variables on other factors (dependent variables). Sun (2020) defines dependent variables as the effect resulting from the independent variable. The researcher shall assess the dependent variables to regulate the troubles of the independent variables or on them. This research's dependent variables will be discrete and ordinal because the investigator shall categorize and rank them based on their significance (Sugianto, 2016).

**Independent Variables.** The independent variable is the cause or the variables that cause an effect on another or dependent variables (Sapkota, 2020). The independent variables have a vital significance to the research investigation in that there are several variables outlined to test their effects on the dependent variables. Jäntschi et al. (2015) indicated that independent variables are the factors that caused a change in the dependent variable. According to the researcher's objectives, the independent variables that impede sustainable business growth are the dependent variables, and the slow business growth or the business's inability to grow is the dependent variable. The factors (a) of business growth in general; (b) whose effects contribute to leadership challenges; (c) causing business failure in the Northwest Region; (d) adopted as strategies by business owners and business managers are the independent variables. Further, on the mentioned objectives, the researcher shall assess (a) the general factors of business growth; (b) the factors responsible for the challenges that leadership faces in business; (c) causes of business failure; (d) the strategies designed for business survival in the region.

Some of the independent variables are (a) Late adaptation to new technological innovation on business; (b) Lack of financial resources; (c) Limited material resources such as market goods; (d) Lack of available human resources in terms of the workforce; (e) Poor

decisions making during planning by management; (f) Leadership lacks proper knowledge on business growth; (g) Type of business; (h) Purpose of business; (i) Government Policies are not favorable for sustainable business growth; (j) The location of the business is not accessible; (k) Wrong choice of business; (l) The customers feel that they are not receiving adequate care from company personnel; (m) unskilled Business personnel; (n) properly management of Risk; (o) No motivational Tools to employees; (p) Lack of Transparency and Accountability; (q) High costs of market products/ services offered to business operators by their vendors; (r) Unaffordable prices of products/services offered by business operators to their customers.

**Other Categories of Variables.** Following the two main types of variables; there are other categories of variables (a) controlled variables; (b) Intervening (moderating; extraneous) variables; (c) categorical and continuous variables. Controlled variables are those that, when tested, remain the same during a scientific experiment (Kaliyadan & Kulkarni, 2019). Controlled variables are variables affected during an experiment like (a) temperature held constant; (b) amount of light-controlled using the same type of glassware; (c) duration of an experiment; (d) constant humidity (Marie, 2020).

Intervening (moderating, extraneous) variables alter or obstruct the consequence of autonomous variables on the reliant on variables. Intervening variables are those intangible non-concrete processes (hidden factors) that are not directly observed in the study but have a connection amid the helpless and the liberated variables (Pristiyono et al., 2019). An example is a relationship of education (independent variable) with spending (dependent variable) where income (intervening variable) has an influence. Moderate variables alter the worries of the independent variables on the dependent variable (Chabachib, 2020). Moderate variables are variables that alter the effect of a variable on another. Extraneous or unnecessary Variables are unattractive variables

that stimulates the bond among those variables that the experimenter is observing (Pandey, 2020). They are like third parties in the process or barriers that influence the relationship of independent and dependent variables under observation (Gaillard, 2019). An example is taking a meal in a room to observe how to taste, but the temperature (extraneous variable) may affect others while the temperature is not affected.

Categorical and continuous variables, also known as discrete (a) variables; (b) classificatory; or (c) quantitative variables, are variables that have a limited number of distinct values that can be classified (Allen, 2017). The attributes (or sub-values or subsets) of a categorical variable varies in kind rather than in (a) degree; (b) amount; (c) level; or (d) quantity (Nwankwo and Emunemu, 2015). The variables can be ordinal and nominal, but nominal involve variables that can be categorized, while ordinal can be categorized and ordered (1, 2, 3, 4). Variable such as (a) Prices of goods; (b) Knowledge of business growth; (c) Interest rate charged on loans is an excellent example of categorical and continuous variables. A businessperson can increase or reduce the prices of goods to keep the growth of the business. Excellent knowledge of business growth will improve the business, and lack of proper business growth knowledge can hinder business success (Sileyew, 2019). A high-interest rate on loans will hinder the business's growth, but a low interest rate will promote the business (Horbunova, 2018).

### **Study Procedures and Ethical Assurance**

Using the questionnaire, the researcher administers it to the respondents in person. The researcher first gathers the respondents in their different stratum and then read out the questionnaires. Lastly, the researcher gives them time to fill the questionnaires while the researcher observes and assists in addressing worries from the respondents.

The researcher then collects the filled questionnaires and analyze the data. This researcher got ethical approval (Appendix G) from the UNICAF Research Ethical Committee (UREC) before proceeding with the administration of the research tool (the questionnaire). The principal drive for realistic study is (a) realizing; (b) understanding; (c) developed methods and schemes for the progression of human information on a varied multiplicity of technical troubles of the public and the universe (Rahman, 2017). Research comprises defining and redefining hitches/ framing theories or advocating remedies such as (a) gathering; (b) shaping; (c) assessing data where the conclusion brings about academic knowledge (Ulla, 2018). To discover/ understand the reasons behind business success or failure, this research investigates the factors impeding business growth in Cameroon's Northwest in Sub-Saharan Africa. Specifically, the research objectives are to assess the (a) factors influencing business growth in general; (b) challenges faced by business operators; (c) causes of business failure; (d) strategies designed or adopted by business operators to promote business growth in the region.

Conventional wisdom holds that every profession or field has its ethics or code of conduct to operate and achieve its goals. Research has its own ethical rules or principles that researchers need to observe in carrying out research (Jörg, 2017). These ethical principles, measures, or instructions are defined by Bengtsson (2016) only as of the accepted guidelines of behavior indispensable once conducting research. Students have a ethical duty to guard examination partakers from hurt, respect their rights, privacy, autonomy, and dignity. Any research that involves humans as subjects or participants raises essential (a) ethical; (b) legal; (c) social; and (d) political concerns (Abrar & Sidik, 2019).

The researcher's role in adhering to ethical issues in the research was to ensure that those human beings (participants), their data, and their rights were protected and secured during and



after the research process. According to Goodwin et al. (2019), ethical principles concern the formulation and application of research that involve (a) human investigation and testing; (b) animal investigation; (c) academic scandal; (d) scientific misconduct (such as fraud, fabrication of data and plagiarism). The researcher has minimized the struggle of attention concerning the investigator and study members to ascertain the ethical principles and respect for human rights and dignity in the exploration development.

The research participants were business owners and leaders serving in business settings in the Northwest Region of Cameroon. The research concerns business growth in Sub-Saharan Africa. The researcher needs to develop the real meaning of what business success entails in Sub-Saharan Africa, most notably in Cameroon's Northwest Region, the necessity to investigate business owners and leaders were vital (Kozielski, 2016). The research focused on (a) issues that impede commercial development in the region; (b) challenges faced by business operators and leaders in the region; (c) causes of business failure in the region; and (d) strategies designed or adopted by business operators and leaders to combat business failure. The researcher shall administer the questionnaire to the business owners and leaders to minimize ethical procedures and improve the quality (Dooly et al., 2017).

The researcher understood the research process's ethical requirements and his role in dealing with the research participants and was focused and relevant without harming the participants. The ethical measures respected in the research sprigged from some researchers who outlined five main ethical principles for researchers to follow while some indicate six. To guarantee ethical measures in this study, the delegation of commerce Northwest Region signed a Gatekeeper letter (Appendix H) for themselves and their works, respectively. The business leaders signed informed consent forms (Appendix I) for themselves and their personnel before the

researcher could gain access to administer the questionnaire in their facilities. UNICAF University validated the approved gatekeeper document (Appendix H). Before proceeding with the research, ethical approval (Appendix G) was required and gotten from the University Investigation Moral Board (UREC). Guardian informed consent has no consideration in this research since children are not participating in the research. Research participants with disabilities other than mental disabilities were permitted to participate in the research.

Goodwin et al., 2019 indicated that several ethical measures ought to be considered into records when carrying out research work that stresses the need for two critical concerns (a) concentrate on doing good (known as beneficence); (b) desist from and harm (known as non-maleficence). AVAC (2019) researched how to protect research participants and the importance of the “do good, and the, do no harm critical concerns” indicated the need for respect of persons and justice in research investigations. Any researcher who does not obey the ethical measures is a danger to research participants because participants will be exposed to harm, and their privacy will not be maintained (Ghada & Ghada, 2018). In this reading, the scholar respected the listed moral values (a) risk of any harm (protection of participants); (b) informed consent; (c) Participant's right to anonymity, confidentiality, and privacy; (d) debriefing of participants; (e) protection from deception; (f) the withdrawal right.

### **Ethical Assurance**

As a role that research participants must be assured of their safety in every research before the investigator proceeds, the researcher assured the participants that their rights and dignity would be respected (Yip et al., 2016). The examiner has to respect the study participant for the reason that of the participants' due rights. The researcher respected the following six fundamentals of ethics in the research process:

The researcher minimized the risk of any harm to participants. Research investigations are handled not to harm the research participants (Woodgate et al., 2017). If there is the possibility that participants might be harmed or put in a position of humiliation or shame (a) there should be factual justifications; (b) the situations also entail detailed explanation to exemplify how participants will be uncomfortable; (c) informed consent should be sought as well as thorough debriefing (Nuseir & Ghandour, 2019). There is no situation to harm participants, and there is no risk of harming the participants and the steps taken to administer them. Questions consider the dignity of the research participants during the administration and the time of analyses. The questionnaires were coded with codes that aid the analyses, thereby minimizing the risk of harm to participants.

The consent of the research participants was sought before the researcher proceeded to administer the questionnaire. Cognizant consensus appears one of the significant decent issues in directing investigation. According to Armiger, as cited by Bassey & Owan (2019), informed consent means that a person willingly, wisely, and freely gives his consent. Informed consent seeks to include the rights of independent individuals through self-determination, avoid attacks on the truth of the individual, and protect individual freedom and legitimacy by allowing the individuals to make informed decisions without being influenced to do so (Purwanto et al., 2019). The research participants freely gave their consent through the leaders who (both) signed an informed consent form (Appendix I) for them.

Participant's right to anonymity, confidentiality, and privacy was respected. Researchers need to uphold individuals' rights to confidentiality and privacy as a central principle of every research work. Sroka & Lőrinczy (2015) declared that there is much privacy on personal issues to the research population, without putting the research participants in challenging situations. The

researcher is aware that sensitive questions are not necessary for the research. By implication, the questions provided to the research participants were progressive and comprehensive in the questionnaire to stop if they felt uncomfortable at any level. This was because the research participants could choose how much information they would reveal and what circumstances they should do so. The researcher understood the limitations of confidentiality in the discussion Grigoropoulos (2019) and informed the participants (a) how their data would be used; (b) what will be done with the case study materials to secure their consciences; (c) that state laws would be respected.

Following the understanding that the researcher needs to take practical refuge actions to safeguard those trusted annals are kept in a secured area with limited access, and making sure that they cannot be easily identified, the scholar assures the participants that their materials would be stored in a lockable cupboard (Kaiser, 2019). Only the researcher and the supervisor would access the confidential data stored (Petrova et al., 2015). The researcher informs the research participants not to fear a breach of confidentiality since the investigation has nothing to do with the internet, and there is no fear of breach of confidentiality (Surmiak, 2020).

The researcher debriefs the participants before and after the completion of the research. The researcher discusses the procedure and issues noticed during the research (Mozersky et al., 2020). The research participants understand the general idea of what the researcher is investigating. The researcher gives the participants the chance to ask questions while answering and responding to them honestly (Surmiak, 2018).

The researcher informs the participants that he would not deceive them (protection from deception) and assures their dignity (Abrar & Sidik, 2019). In many cases, the researcher might mislead the participants or give the participants wrong information about the research aims, but

for this research, the researcher assures the participants that he would not mislead them by giving wrong information or deception. The researcher did precisely what he informed the participants that he would do before and after the data collection (McMahon & Winch, 2018). There was no deliberate misleading like using accomplices to expose participants, deception by omission like failure to disclose complete information about the research, or creating ambiguity (Eun Jung & Yun-Jung, 2020).

The researcher informs the participants that they have the right to withdraw from the investigation as deem necessary (Kearney et al., 2018). The contributors were educated that they might pull out their data at any period they wished to. In this line, the participants fully understand their rights to withdraw (Lynch, 2020). The researcher also assures the research participants that he will not mount any on them. The participants could quit the research at will (Omachi, 2017).

### **Data Collection Tool and Analyses**

Investigating the factors impeding business growth in Sub-Saharan Africa is crucial to improve organizational success. Two data sources (primary and secondary data) are necessary for a research study (Allen, 2017). Primary data is original unique data collected by the researcher through (a) observation; (b) interviews; (c) face-to-face group discussions; (d) questionnaire (Ajayi, 2017). On the other hand, secondary data is second-hand or used data vital to research investigation (Martins, 2015). There might be no available secondary data in the study under investigation in Cameroon's Northwest Region in Sub-Saharan Africa. The researcher uses primary data for the inquiry investigation. The student gathers the primary data using a well-structured close-ended questionnaire with few open-ended questions.

On the data collection technique, a quantitative case study requires a closed-ended questionnaire that assists in data collection for numerical analyses and the presentation of statistical

results (Shaikh, 2015). There are many types of data collection methods based on the research approach taken (a) measurable, (b) qualitative method, and (c) triangulation procedures or triangulation (Ahmed & Ilyas, 2017). The questionnaire is the primary data collection instrument for the quantitative examination approach. The assembly of quantitative data in quantitative research is by obtaining information for numerical analyses and presenting the results using statistics, tables, and graphs, and this is captured using a questionnaire (Aida & Mani, 2019). A quantitative research method is a tactic for trying neutral philosophies by investigative the connection between variables if they exist (Aida & Mani, 2019). These variables are measured or quantified using the quantitative research tool (questionnaire) and statistical procedures such as regression analyses to analyze the numbered data (Saul, 2019).

The questionnaire for this quantitative research with the aid of a lone incident investigation scheme is fitting for this exploration due to several justifiable reasons: (a) The factors of business growth; (b) leadership challenges; (c) causes of business failure; and (d) strategies adopted for business survival, can be captured quantitatively (Chad, 2018). Existing independent variables need assessment to ascertain their influence on the dependent variable (Tomšič, 2016). The researcher generalizes the results for efficient problem-solving in business settings facing business challenges in organizations in Sub-Sahara Africa.

The qualitative research approach noted earlier is exploratory, and researchers used the approach when there is a lack of an understanding of why and how in the issue, while triangulation is a blend of the quality and quantifiable approaches (Grover, 2017). The qualitative approach aims to explore or investigate the human interaction regarding a social, human problem or concern that needs an in-depth assessment to determine the true meaning of the issue under investigation. The qualitative research approach uses (a) interview techniques; (b) face-to-face group discussion; (c)

observation to obtain data for the study (Jameel et al., 2018). The qualitative approach is time-consuming and sometimes can mislead since the information obtained is subject to the researcher's reasoning (Kelly, 2018). The varied research process is a blending of the purified and numerical research approaches, which obtains data using (a) questionnaires; (b) interviews; (c) face-to-face group discussion; (d) observation (Khaldi, 2017).

The research is a quantitative study, and the questionnaire is appropriate for collecting data on factors impeding business growth in Sub-Saharan Africa (Brice, 2019). To obtain objective data for analyses, the researcher shall administer the questionnaire to the respondents in person. The researcher first gathers the respondents in a stratum following their different business settings and then read out the questionnaires in each setting's questionnaires. Lastly, the researcher gives them time to fill the questionnaires while addressing any respondents' worries. The researcher then collects the filled questionnaires and analyze the data (Dodd, 2018). The researcher shall distribute the questionnaire to the leaders who know how to read and write and fill it before the researcher collects it. The researcher booked appointments with the leaders of each business setting and time scheduled to administer the questionnaire. The questionnaire focuses on questions on drivers of business success in the Northwest Region in Sub-Saharan Africa that promote or hinders organizational growth (Mbanga, 2018).

The researcher uses the probability sampling method with structured close-ended questions as the primary data collection tool (Esser & Vliegenthartu, 2017). However, the researcher asks open-ended questions to capture any information that could not be captured using close-ended questions. Before administering the questionnaire, the researcher pre-tested the questionnaire on 20 leaders at the Baptist Center Nkwen, Bamenda before taking them into the field. The researcher subdivides the research population (business settings) into strata and select 35 business owners

and leaders in those business settings from each of the strata who shall fill the questionnaires. The researcher selected a sample size of 213 business leaders to fill the questionnaires and analyze the data before presenting the results. The likelihood sample system denotes to the selection process where all the population followers have identical probabilities of being nominated (Dekimpe & Deleersnyder, 2017). Specifically, the researcher considered the stratified random sampling technique. Stratified random sampling is a sampling technique where the researcher groups the study population into strata or groups, and in each group, the same number (sample) is chosen to represent the rest (Surbhi, 2016). The business operators' grouping shall follow their business and location line, and the researcher with probability sampling technique, the investigator randomly selects some clusters to answer the questionnaire. This method is chosen following its greater chances of eliminating bias.

Before analyzing the quantitative data collected using the questionnaire, the researcher first check for irregularities, code the questions, and input into the computer using the SPSS software package before analyzing the data (Vittana.org, 2018). Using descriptive statistics and SPSS software, the researcher presented the results on tables, bar charts, and pie charts. Lastly, the researcher observes the implications, discuss them, and then outline them through recommendations. The researcher collects quantitative data through the questionnaire and first check for irregularities during the data collection process (Chris, 2018). The researcher shall then code and input it into the computer using a BMI SPSS software package before analyzing it. The researcher uses descriptive statistics to analyze the socio-demographic characteristics, use a BMI SPSS software package, run a regression, and present the results on tables, bar charts, and pie charts. Further, the researcher shall observe and deliberate the repercussions of the findings and



bring forth the commendations. The researcher shall hire a statistician who has excellent knowledge of data analyses to work with him/her to analyze the data (Grigoropoulos, 2019).

After coding the data and inputting them into the SPSS software package, the researcher shall examine the statistics following the different purposes of the study (a) factors impeding business growth from the general perspective; (b) challenges faced by business owners and leaders; (c) causes of business failure in the Northwest Region; (d) and strategies implemented to keep businesses from collapsing (Ali & Barliana, 2017). Further, the researcher analyzed and rate separately the factors affecting the different lines of the business (a) building materials; (b) provision; (c) health; (d) education; and (e) others, as indicated by the respondents in the questionnaire. These detailed analyses give specific results on the different business lines, while the general analyses shall give a picture of the overall business situation in the region and Sub-Saharan Africa (Ulla, 2018).

### **Assumptions, Limitations and Delimitations**

The present findings are limited to data collected from the Northwest Region of Cameroon that is been generalized to Sub-Saharan Africa. Notwithstanding the circumstance that a significant total of industries was observed, much attention was not paid on agricultural business though observed in the study. The researcher had assumed that the collection of the data would be easy but made with significant challenges in the field. The fact that the region is undergoing sociopolitical crisis, it was not easy to collect data within the estimated timeframe, hence data collection went above the estimated days due to unprecedented lockdowns and political upheavals.

### **Summary**

Considering that the research method is the methodology by which the investigator discovers an approach to problem-solving or investigates a problem or the cause of the problem

(Saul, 2019), the present study focuses on factors obstructing industry growth and survival in the Northwest Region Cameroon in Sub-Saharan Africa. Springing from the fact that the business sector in Cameroon in Sub-Sahara Africa has undergone economic trials on its industries since 2016, leading to business closures despite government regulation in place (Kinge, 2016), decision-makers in companies have been observed to have insufficient business knowledge. The insufficient management knowledge proven by an ineffective leadership style that also led to poor customer relationships by the personnel in business settings (Jose-Maria, 2018; Sylvian, 2019) requires a robust methodology to assess the veracity of the problem. In addition to low product quality, untrained employees contribute to unsatisfactory customer practices fostering business closure (Maih, 2018; Sevidzem, 2018).

The Northwest Region of Cameroon being the most affected region that has suffered commercial challenges coupled with the ongoing sociopolitical and economic crises the country has been facing since 2016 (Aminah, 2018; Sylvian, 2019), the researcher using a single case study, targeted a sample size of 213 business operators working in this Region. Qualitative research approach, quantitative and mixed methods were available for use, but the researcher privileged quantitative approach appropriate for the research due to the availability of the independent variables that needed only confirmation on its ability to improve the dependent variable (a) business growth; (b) leadership challenges; (c) strategies; and (d) causes of business demise (Julija, 2017).

Chapter three (research methods and data collection) focused attention on; (a) research approach and design; (b) inhabitants and a tester of the research learning; (c) materials/instrumentation of the study tools; (d) operational definition of variables and terms; (e) study procedures and ethical assurance, and (f) data collection and analyses. The research approach

(Ahmed; Ilyas, 2017), and the population and sample of the study (Majid, 2018), have been duly outlined in detail. The researcher privileges the use of a snapshot investigation because a snapshot is faster and reliable than multiple rounds of data collection that is not one hundred percent reliable in a longitudinal process. The researcher shall administer the questionnaire, collect data for the investigation, and analyze those factors using descriptive statistics and regression. The researcher used descriptive statistics to run a regression analysis using BMI SPSS statistics software to analyze the data (Almquist & Brännström, 2017; Nsom, 2017). The investigator uses regression to assess the factors of improving business growth and descriptive statistics to determined (a) leadership challenges; (b) causes of business failure; (c) strategies adopted for business survival in the region.

The researcher's choice of the research tool is the questionnaire designed in simple English with close-ended questions. The questionnaire questions concern the growth of business organizations from conception, infancy, growth, and maturity levels for efficient growth of organizations and sustainability. The researcher is sure to administer the questionnaire in person to ascertain its validity and reliability. The researcher has also projected materials/instruments and tools used for the research study (Vuksanovic et al., 2017), with a clear definition of variables and terms used in the investigation (Sapkota, 2020). The examiner has thoroughly described the schoolwork procedures and ethical assurances (Abrar & Sidik, 2019) and data analyses (Saul, 2019). This critical analysis clarifies, concludes the chapter, and then paves the way for a detailed data analysis and interpretation of the results in session four (chapters four and five) of the research study.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSES FINDINGS**

#### **Introduction to the Section**

Investigating the risk factors and co-occurring issues affecting business growth in Cameroon in Sub-Sahara Africa and establishing measures for business improvement is primordial for business success. To attain the mission of this findings, the author set four objectives, which were to (1) determine the factors of sustainable business growth in general; (2) determine the strategies adopted or designed by business owners and business managers in the Northwest Region that enable their businesses in Sub-Saharan Africa to survive; (3) assess the challenges leadership faces in running its businesses; (4) assess the causes of continuous business closures in the Northwest Region of Cameroon.

The highlighted significance of this research is that the (a) factors of sustainable business growth; (b) causes of business failure; (c) challenges faced by business leaders; (d) strategies adopted by business owners and leaders serving in these business settings in the Northwest Region, Cameroon, and Sub-Sahara Africa are determined for business survival (Aslam et al., 2017). The impression of the independent causes on the dependent variable would lead to the positive recommendations made, which are solutions to business problems and leadership challenges in business settings, and then improving sustainable business growth in Cameroon's Northwest Region in Sub-Sahara Africa. Additionally, the study has to contribute to the researchers' overall knowledge in this domain and business operators and improve the productivity of personnel serving in these business settings (Chong, 2017). Sustainable businesses have a direct impact to assist in job creation in this Region and the entire Sub-Sahara Africa.

The measurable methodology was proper for the study due to the availability of the independent variables that needed only confirmation on their ability to improve the dependent variables (a) business growth; (b) leadership challenges; (c) strategies; (d) causes of business demise. I pretested a well-structured questionnaire on 20 business leaders in Nkwen before respondents filled it. The overarching research question was what strategies could business operators implement to promote sustainable business growth in Cameroon's Northwest Region in Sub-Saharan Africa? The following questions were necessary to attain the research objectives (a) what factors generally influence sustainable business growth? (b) What strategies have business operators adopted or designed in the Northwest Region of Cameroon that enables them to survive their businesses? (c) What challenges do business leaders face in running their businesses in this Region? (d) What are the causes of business closures in the Northwest Region of Cameroon?

The researcher develops this chapter entitled; findings following the above research questions that the researcher articulated for the study. The chapter starts with an outline (overview) which recalls the reasons of the findings and objectives. The overview equally outlines how the chapter is structured. The opening is followed by the trustworthiness of the data section, which emphasizes the credibility of the findings. The trustworthiness section also clarifies (a) how checked the data (b) the approach used; (c) how the data was coded; (d) and how the researcher transferred the data from the research tool (questionnaire) into the SPSS software package. After the trustworthiness of data, the researcher reemphasizes the reliability and validity of the research data analyzed. After clarifying the credibility of the data, reemphasizing the dependability and legitimacy of the analyzed data, the researcher presents the results of the findings. In the results section, the findings presented are according to the study questions. The results address the demands that the research participants responded to, which were analyzed for problem-solving.

The researcher further evaluates the data (discussion of data) and presents a chapter summary as a logical entry to the next chapter.

### **Trustworthiness of Data**

Trustworthiness of data presents the extent to which the data could be trusted and depended upon for use on repeated bases (Kavanagh et al., 2016). The study of the factors promoting industry development in Sub-Saharan Africa was necessary to improve organizations' success. The researcher used two data sources (primary and secondary data) in the research investigation (Allen, 2017). Primary data is original unique data collected by the researcher through (a) observation; (b) interviews; (c) face-to-face group discussions; (d) questionnaire (Ajayi, 2017). On the other hand, secondary data is second-hand or used data that is still vital to provide information for a research study (Martins, 2015). There was no available secondary data on the topic under study in Cameroon's Northwest Region and Sub-Saharan Africa. The researcher used primary facts for the research education. The researcher collected the prime statistics using a well-structured closed-ended questionnaire with few open-ended questions.

The researcher used a quantitative case study data collection technique, which required a closed-ended questionnaire for the data collection and numerical analyses (Shaikh, 2015). There were several types of data gathering approaches to be used, following the research method chosen (a) numerical, (b) quality, and (c) varied research methods or triangulation (Ahmed & Ilyas, 2017). The researcher used the questionnaire as the principal numbers gathering gadget to have reliable records for the quantitative research approach. The researcher presented the quantitative data collected for numerical analyses using statistical tables and graphs (Aida & Mani, 2019).

The questionnaire for this quantitative research with the help of a sole instance schoolwork plan was correct for this revision since of several justifiable reasons: (1) The factors of business

growth; (b) leadership challenges; (c) causes of business failure; (d) strategies adopted for business survival, which can be captured quantitatively (Chad, 2018). (2) Existing independent variables needed assessment to ascertain their influence on the dependent variable (Tomšič, 2016). As noted, that quantitative research method collects numerical data for analyses and presents the results using statistical tables and graphs (Aida & Mani, 2019), qualitative research approach, on the other hand, is exploratory, and researchers use the approach when there is a lack of why and how on the issue. At the same time, triangulation is a mixture of quantitative and qualitative methods (Grover, 2017).

This research is a quantitative study, and the questionnaire was the appropriate tool for collecting data on factors of improving industry growth in Sub-Saharan Africa (Brice, 2019). A quantitative investigation method is a tactic for trying balanced concepts by probing the connection amid variables if they exist (Aida & Mani, 2019). These variables are measured or quantified based on the quantitative research tool (questionnaire) and statistical procedures such as regression that the researcher uses to examine the numbered data (Saul, 2019). Quantitative research designs are typically descriptive or experimental (measured once, before, and after treatment) and can take whichever from the resulting strategies (a) case study; (b) correlational; and (c) experimental design (Apuke 2017). The quantitative exploration method using a single event learning design was suitable for the education due to several justifiable reasons (1) The factors of business growth such as (a) leadership challenges; (b) causes of business failure; and (c) strategies adopted for business survival can be captured quantitatively (Chad, 2018). (2) Existing independent variables needed assessment to ascertain their influence on the dependent variable (Tomšič, 2016).

To get hold of reliable data for analyses, the researcher administered the questionnaire to the respondents in person. The researcher first gathered the respondents in strata following their different business settings and then read out the questionnaires to the respondents. The researcher

gave the research participants time to fill the questionnaires while assisting them in addressing worries posed by the respondents. The filled questionnaires were collected and analyzed (Dodd, 2018). The researcher distributed the questionnaires to the leaders who could read and write, have business knowledge, and allowed them time to complete the questionnaire before the researcher collected them. The researcher scheduled appointments with the leaders of each business setting and was given time to administer the questionnaire. The questionnaire focused on drivers of business success in the Northwest Region in Sub-Saharan Africa that promote or hinders organizational growth (Mbanga, 2018).

The researcher used the probability sampling method with structured close-ended questions as the primary data collection tool (Esser & Vliegthartu, 2017). However, the researcher asked some open-ended questions to capture any information close-ended questions could not capture. Before administering the questionnaire, the researcher pretests the questionnaire on 20 leaders at the Baptist Center Nkwen, Bamenda before taking them to the field. The researcher subdivided the research population (business settings) into strata and selected 35 business owners and leaders in those business settings from each of the strata who filled the questionnaires. The researcher chose a sample size of 213 business leaders to fill the questionnaires. A stratified sampling technique was appropriate for the study based on its ability to eliminate bias. The researcher grouped the business operators following their business line and location and randomly selected clusters to answer the questionnaire.

The researcher first checked for irregularities by coding the questions and inputting them into the computer using the SPSS software package before analyzing the data (Vittana.org, 2018). Using descriptive statistics and SPSS software, the researcher presents the results in bar charts. After coding the data and inputting them into the SPSS software package, the researcher analyzed



the data following the different questions. The questions were (a) what the factors of are improving business growth from the general perspective; (b) what are the challenges faced by business owners and leaders that hinder business success; (c) what are the causes of business failure in the Northwest Region; (d) what do business operators implement as the strategies to keep businesses from collapsing in the Northwest Region of Cameroon (Ali & Barliana, 2017).

Further, the researcher analyzed and rated separately the factors affecting the different lines of business (a) building materials; (b) provision; (c) health; (d) education; and (e) others, as indicated by the respondents in the questionnaire. These detailed analyses shall give specific results on the different business lines. In contrast, the general studies showed a picture of the overall business situation in the Region and Sub-Saharan Africa (Ulla, 2018). Lastly, the researcher discussed the results' implications and made recommendations. The variable constructs used have produced evidence-based results that guaranteed replicability. The result obtained can be dependent upon due to (a) the research approach used; (b) the research instrument used; (c) the sample size used; (d) the research participants recruited for the study; and (e) on the basis that the researcher administered the questionnaires in person. Considering the procedure mentioned above, the researcher is confident that the data collected and presented is trustworthy and credible.

### **Reliability and Validity of the Research Tool**

Understanding that consistency of study data is the level that facts collected could be trusted for replicable results (Kavanagh et al., 2016), the researcher is confident in the reliability of the data collected and analyzed for this study. Proof of this is the fact that data collected was from (a) reliable source; (b) experienced business operators in the Region who are facing business challenges; (c) those who provided succinct solutions to business problems; (d) business owners are eager to have a solution for their business problems and would not provide information that

was not succinct for the growth of businesses in Sub-Saharan Africa. Furthermore, the tool used was reliable and adequately designed to capture (1) factors impeding business growth; (2) leadership challenges; (3) causes of business failure; (4) strategies adopted or designed by business operators in the region to enable business growth and survival; (5) the tool for data collection was personally administered by the research (Northouse, 2016). Business owners and leaders working in business settings provided information concerning their businesses and businesses' growth in the region.

The researcher obtained a gatekeeper's letter from the delegation of commerce giving their approval for data collection, enabling the research participants to give reliable information. Before the workers filled the questionnaires, the business leaders signed informed consent forms for themselves and their staff. The research participants understood the importance and necessity of the study and provided the necessary and replicable information for business growth and survival. The validation of the research tool by the University Research Ethics Committee also enhanced the validity and reliability of credible research data (Kubai, 2019). Following the well-structured questionnaire administration by the researcher in person and the methodology the researcher used, there is a certainty that the data obtained for analyses was reliable, and replicating the result is possible (Taherdoost, 2016). The researcher aided the respondents by explaining the questions to those who had worries and collected valid and reliable data for analyses. After collecting the data, the researcher verified the data to be sure that they were well filled and that there were no irregularities that could militate against the trustworthiness of the data (Ghazali, 2016).

On the validation of the Research Figures, the researcher designed a questionnaire with close-ended and a few open-ended queries for the research participants to answer by filling their responses in the spaces provided. The pretesting of the questionnaire on twenty business leaders

at the Baptist center Nkwen Bamenda ensured its validity. The researcher used the organizational management knowledge learned to design the data collection tool to capture the issues under an investigation like (a) factors influencing business growth in general; (b) challenges faced by business owners and leaders in those business settings; (c) strategies adapted or designed by the business owners and the leaders in those business settings to enable successful businesses; (d) causes of business growth. The questionnaire included a section to capture the demographic characteristics of the research participants. After grouping the research participants, the researcher administered the questionnaire to the research participants to fill while the researcher gave them directives to achieve credible results.

The researcher developed the research tool with supportive evidence from previous investigators' works in the domain under investigation (Nosratabadi et al., 2019). The researcher designed the questions that enabled unbiased data collection in the well-structured questionnaire with validated questions to explore factors affecting trivial and medium-sized firms (Nugent, 2018) in the Northwest Region of Cameroon in Sub-Saharan Africa. The questionnaire addressed issues on (a) business operators' characteristics; (b) financial availability; (c) innovation on business; (d) leadership; (e) government policies; (f) and non-financial factors (Nyangala, 2017). The adapted model from Weisbord's organizational model of 1976 by the researcher was reliable and excellent for enhancing the validity and reliability of the research data.

## **Results of Findings**

The quantitative study is an excellent method of exploring business growth factors within the selected sampling population. The single-case study enabled the researcher to investigate the contemporary issues affecting business growth in the Northwest Region of Cameroon and Sub-Saharan Africa. The purpose of this investigation focused on examine the risk factors and co-

concurrent issues affecting business growth in Cameroon in Sub-Saharan Africa especially in the Northwest Region. The single case study targeted a sample size of 213 business operators working in Cameroon's Northwest Region. The sample size focused on the recommendation that reasonable sample size for quantitative studies varies depending on the study population (Mike, 2017). The assessable style was proper for the examination due to the availability of the independent variables that needed only confirmation on its ability to improve the dependent variables (a) business growth; (b) leadership challenges; (c) strategies adopted or designed by business operators in the Region to promote organizational growth, and (d) causes of business demise (Julija, 2017).

The researcher focused attention on the questions that enabled an unbiased data collection, designed in a well-structured questionnaire with the aid of validated questions by the University Research Ethical Committee to explore reasons upsetting the progress of small and medium-sized enterprises. The questionnaire addressed issues on characteristics of (a) business operators; (b) financial availability; (c) innovation on business, leadership; (d) government policies; (e) and non-financial factors (Eveliina & Labinot, 2011; Nyangala, 2017). The selected questionnaire is strongly related to current business operation issues (Daneil, 2017; Vaughn, 2017). The questions have strong corroboration with the dependent variables in the current study that facilitated a more successful outcome. The overarching research question necessary to achieve the objective was: What strategies could promote sustainable business growth in Cameroon in Sub-Saharan Africa? The following queries were necessary to achieve the study objectives:

Q1. What are the factors that influence sustainable business growth in general?

Q2. What strategies adopted or designed by business owners and their leadership in the Northwest Region enable them to survive their businesses?

Q3. What are the challenges leadership faces in running their businesses in this region?

Q4. What are the causes of business closures in the Northwest Region of Cameroon in Sub-Saharan Africa?

The questions asked were not to study the relationship of the variables with each other or to test the behavior of each variable based on their quantities, weight, or amount. The researcher dealt with different independent variables; correlation and experimental designs were not necessary for the study. With the single case study (Northwest Region) chosen, the researcher investigated the factors impeding business growth in Sub-Sahara Africa and the co-concurring issues affecting the Region's business survival (Dias, & Teixeira, 2017). The choice of the Northwest Region as a case study was appropriate because of (a) the current sociopolitical and economic challenges the region has been facing in its businesses; (b) the multiple businesses that have existed in the region; (c) the remarkable long-run experiences of the business operators in the region; (d) the cultural and language peculiarity of the Region, and lastly; (e) the past success story of business growth in the region.

The researcher adopted a snapshot investigation (collect the data once) to capture the data for the quantitative analysis using a questionnaire developed with closed-ended questions. Snapshot investigation was faster than a longitudinal investigation (Naomi, 2014). Following the current socio-economic crises pricking the Northwest Region of Cameroon, a snap shop was quicker and more reliable than multiple rounds of data collection that is not one hundred percent reliable as in a longitudinal process. The questionnaire was designed in five sections to capture; demographic characteristics (a) factors of sustainable business growth; (b) causes of business failure; (c) strategies adopted by business owners; (d) the leaders serving in these business settings; (e), and the challenges the leadership is facing in running these businesses in Cameroon's Northwest Region in Sub-Sahara Africa (Chong, 2017).

The background that necessitated the study sprung from the fact that many businesses begin in Sub-Saharan Africa particularly, Cameroon, but the majority fails to survive in the long run (Tambi, 2015). This was becoming more frequent in the Northwest Region of Cameroon. Poor leadership style and inadequate policies of decision-makers have increased, leading to poor customer relationships by the personnel serving in business settings (Joseph, 2015). Even some businesses known for outstanding performance are also struggling to survive (Brice, 2019). It was imperative to investigate the factors impeding business growth in Cameroon's Northwest Region in Sub-Sahara Africa and the co-concurring issues affecting sustainable business growth in the area. The results will contribute to sustainable business growth in Sub-Sahara Africa.

Selected examples of trades observed that have suffered business closure in Cameroon, predominantly in the Northwest Region, included the (a) Cameroon Development Cooperation (CDC); (b) Marketing Board; (c) Cameroon Cooperatives; (d) Ndu Tea, most primary and secondary schools amongst others. The CDC is the second-largest employer after the state, and the activities have been closed by approximately sixty percent (Moki, 2018). Ndu Tea Estate (Brice, 2019) and Cameroon Cooperatives under the Cameroon Marketing Board closed some years ago. Few activities occur in the coffee and cocoa sectors (Albert, Timothy, & Henri, 2015). Office Societe Anonyme (Office S.A) business center located in Bamenda town closed in 2017 due to business economic hardship.

Some significant firms' operators in Belo town, like Samuel Ndi, and Johnson Munang business centers, also closed in 2017 due to economic hardship (Moki 2018; & Aminde, 2018). The general business problem was that failure to adapt to the ever-changing societal expectations and integration of technological innovations at a precise moment will lead to business demise. The

specific business problem was that ineffective leadership knowledge on business growth factors could lead to declining quality care and customer retention and limit sustainable growth.

This research is significant in that (a) the factors of sustainable business growth; (b) causes of business failure; (c) strategies adopted by business owners and leaders serving in these business settings in the Northwest Region, Cameroon, and Sub-Sahara Africa are determined (Aslam et al., 2017). The effect of the independent drivers on the dependent variable led to the positive recommendations made, which are solutions to business problems, leadership challenges in business settings, and then improving sustainable business growth in Cameroon's Northwest Region in Sub-Sahara Africa. Additionally, the study has contributed to the knowledge of the researchers in the business. It will also improve the productivity of the company's operators and the personnel serving in these business settings (Chong, 2017). Sustainable businesses have a direct impact to assist in job creation in this Region and entire Sub-Saharan Africa.

The researcher respected the basic ethical principles during the entire investigation process, which was the researcher's moral responsibility to protect research participants from (a) harm; (b) respect their rights; (c) privacy; (d) autonomy; and (e) dignity (Abrar & Sidik, 2019). Fundamental ethical rules (a) right to informed consent; (b) no deception; (c) debriefing; (d) right to anonymity; (e) and the right to privacy were respected to have these credible results. The collection of data and analysis took into consideration the named ethical values.

The researcher assessed crucial demographic information to enable a successful investigation with unbiased data. The researcher sought information on (a) gender; (b) age of respondents; (c) the number of years participants have been in the industry; (d) the number of years the trade has remained in existence; (e) the type of business run by the business operators; (f) the educational level of the respondents. On gender, males and females answered the questionnaires

designed to capture the factors influencing business growth in Sub-Saharan Africa and concurring business issues. The male and female were from the various types of businesses in the Northwest Region (a) building construction materials supply; (b) provision business; (c) health business; (d) education business; (e) others. The other forms of businesses included (a) transport business; (b) agricultural business; (c) import business; (d) sales of bear; (e) construction; (f) spare parts business; (g) restaurant business amongst other businesses.

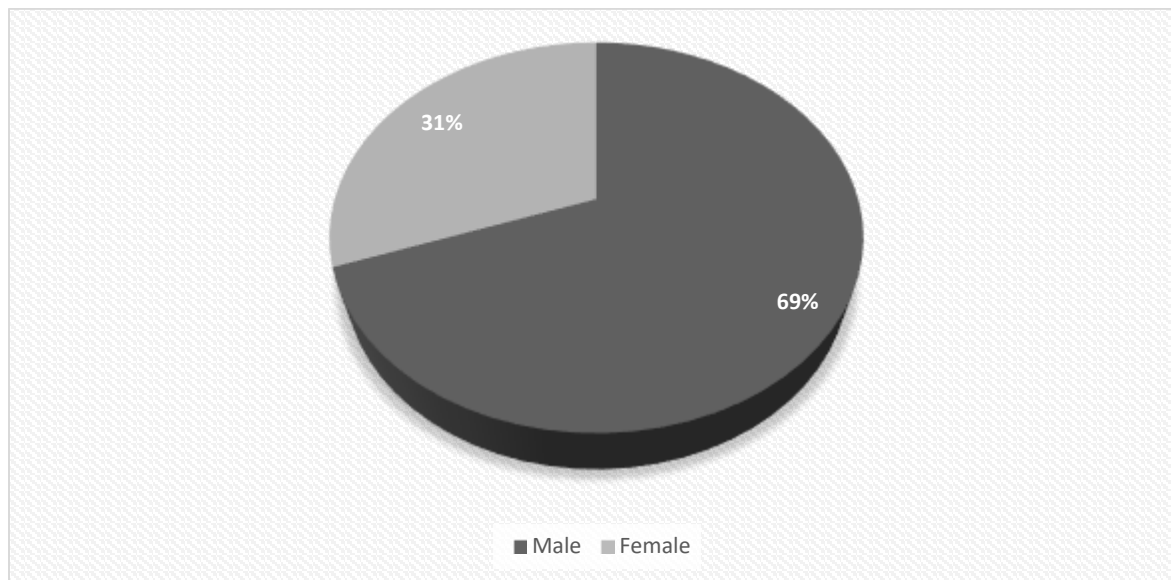
The researcher sent out a total of 213 survey forms, and all reverted with a reply rate of one hundred percent. The results indicated that the business age significantly affects the type of business chosen, unlike the years an individual stays in one business. Conventional wisdom suggests that the age of the business personnel affects business growth and that; the more one stays in a particular business, the higher the person grows in the business knowledge. The academic knowledge of business operators influences the growth of a business. The respondents' demographic information has high positive significance on businesses' growth in the Northwest Region of Cameroon, in Sub-Saharan Africa.

In terms of gender, most business owners were males with 69% (147), while females made up a small number of 31% (66). The percentage of females concerning males doing business was statistically significant.



**Figure 2**

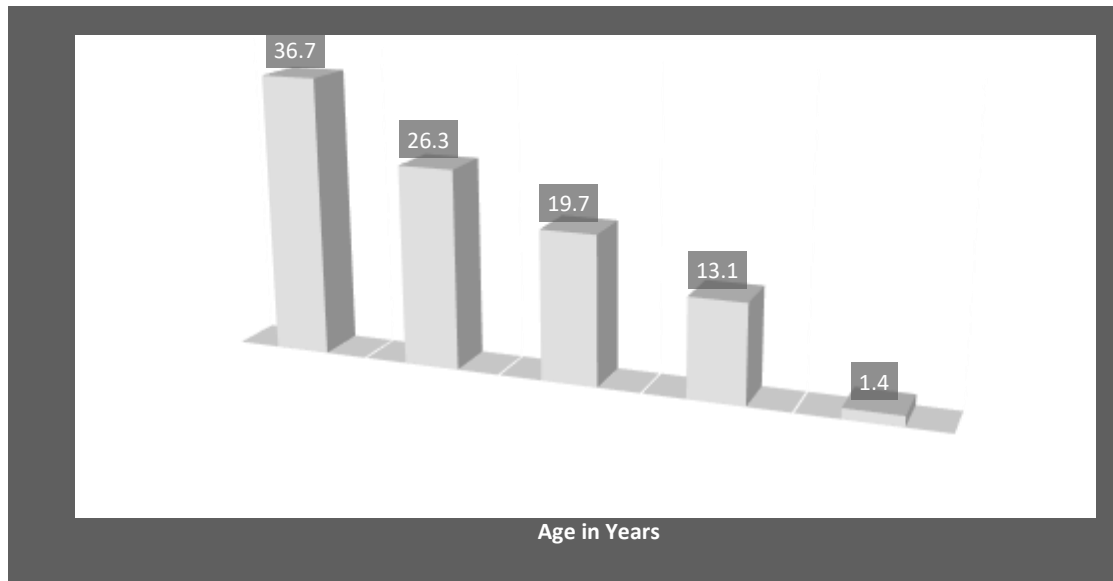
*Distribution of Respondents by Gender*



According to the age group distribution, most were 21-30 years old 36.7% (79), followed by those between 31 and 40, 26.3% (17). This was followed by those within the 41-50 years age group 19.7% (50). Second of the groups were respondents aged 51-60 years of age 13.1% (28), while the respondents from 60 years and above were the least on the line 1.4%(3).

**Figure 3**

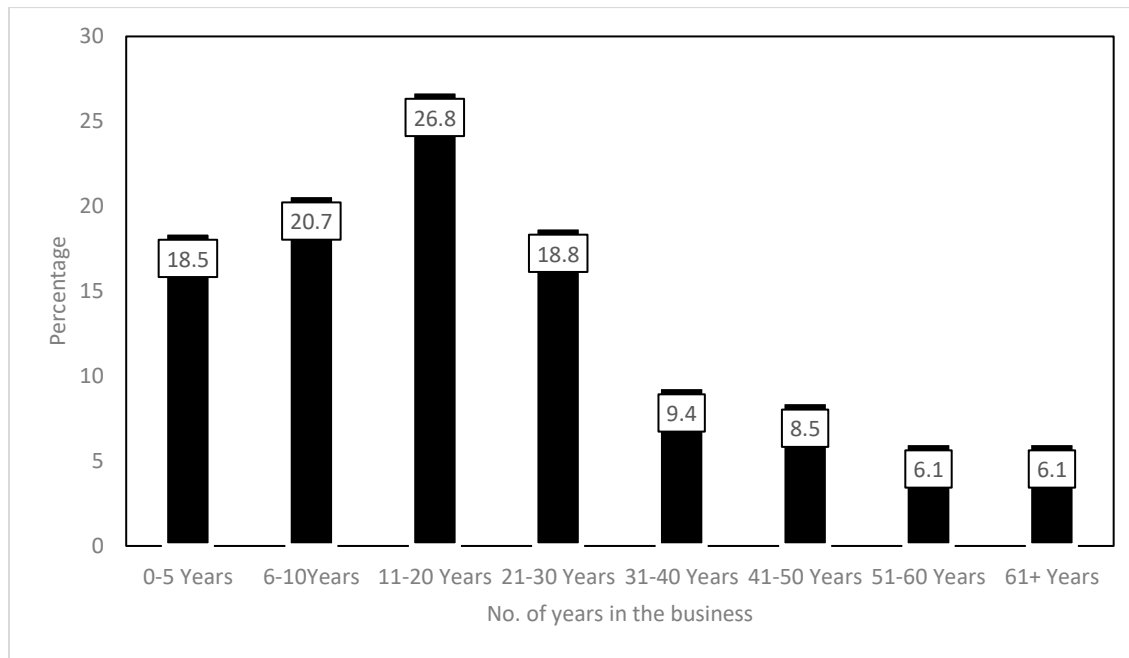
*Distribution of participants by age group*



Many of the participants have been in businesses from (a) 0-5 years; (b) 6-10 years; (c) 11-20 years; (d) 21-30 years; (e) 41-50 years; (f) 51-60 years; (g) 61 years and above. The highest were participants who have served for 11-20 years 26.8% (57). This was followed by those who have served for 6-10 years 20.7% (44) and those who have served for 21-30- years 18.8% (40). This was closely followed by those who have served for 0-5 years 18.5% (39). Those who have served for 31-40 years were 9.4% (20) closely followed by those who have served for 41-50 years. The least groups were employees who have served for 51-60 years 6.1% (13) and those who have served for 60 years and above 6.1%(13).

**Figure 4**

*Distribution of the number of years participants have been in the business*



Following the age of the business, most of the businesses were those that have existed for between 61 and 70 years 18.3% (40), followed by those businesses that have existed for 41-50 years old 16.9% (36). The businesses that have existed for 11-20 years 16.4(35) were third on the line, closely followed by those that have existed for 0-5 years (13.5%). Those businesses that have existed for 6-10 years 10% (21) were average. The minor group of businesses was (a) those that have existed for 70 years and above 6.6% (14); (b) businesses that have existed for 31-40 years 6.6(14); (c) businesses that have existed for 21-30 years 5.6(12); businesses that have existed for 51-60 years 5.6% (12).

**Figure 5**

*Distribution of the number of years of business existence*

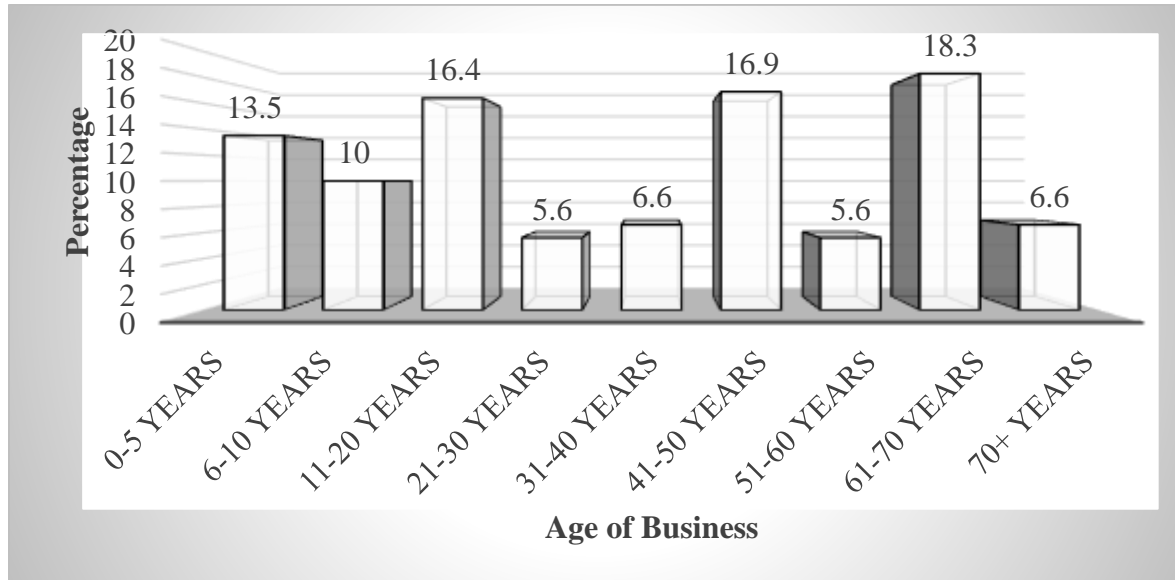


Table II shows the distribution of respondents according to the type of business they provide. The highest number 30.5% (65) of the participants were into building materials business, closely followed by those who were doing health business 26.3% (56). Those doing educational business 17.8% (38) were next to health business closely followed by those into provision business 16% (34). The least though statistically significant were those for other businesses 9.3% (20), which include (1) transport; (2) agriculture; (3) spare parts; (4) restaurant, among others.

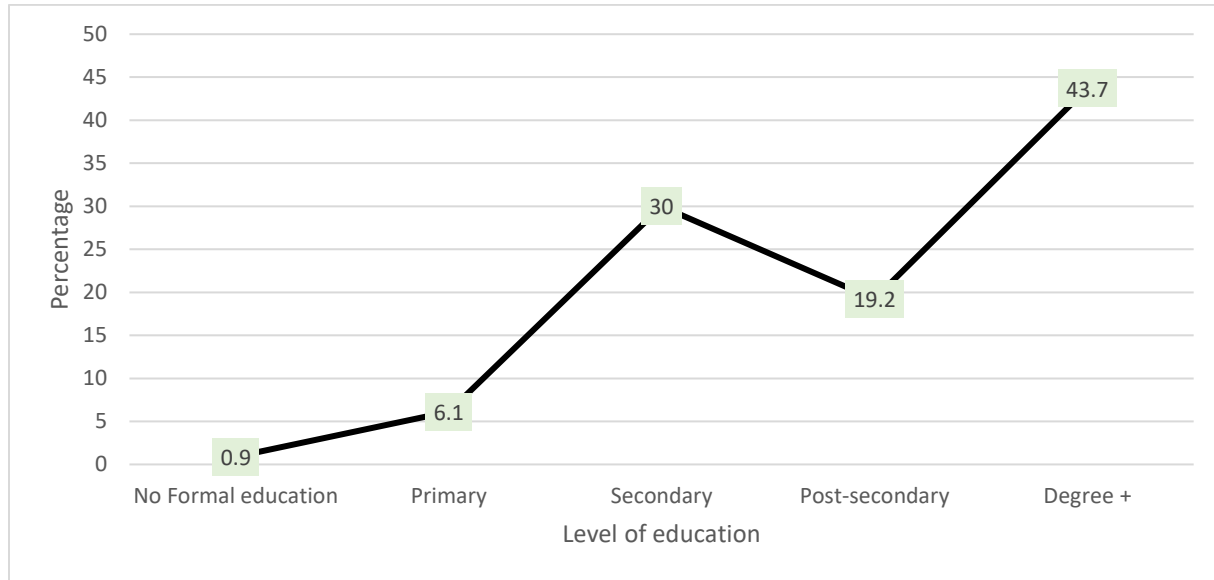
**Table II*****Distribution of the Type of Businesses Operating in the Northwest Region***

TYPE OF BUSINESS	FREQUENCY	PERCENTAGE
Building material	65	30.5%
Provision store	34	16%
Education	38	17.8%
Health	56	26.3%
Others	20	9.3%

According to the academic level of the business personnel, the line chart shows a trend in education where most of the participants were those with at least a degree certificate 43.7% (93). This was closely followed by those who have completed secondary school with an ordinary level certificate or equivalent 30% (64). In addition, those with post-secondary 19.2% (41) were third on the line. The second 6.1% (13) to the least number of the participants completed only primary level, while the least in terms of education 0.9% (19) had no formal education.

**Figure 6**

*Distribution of participants by educational level*



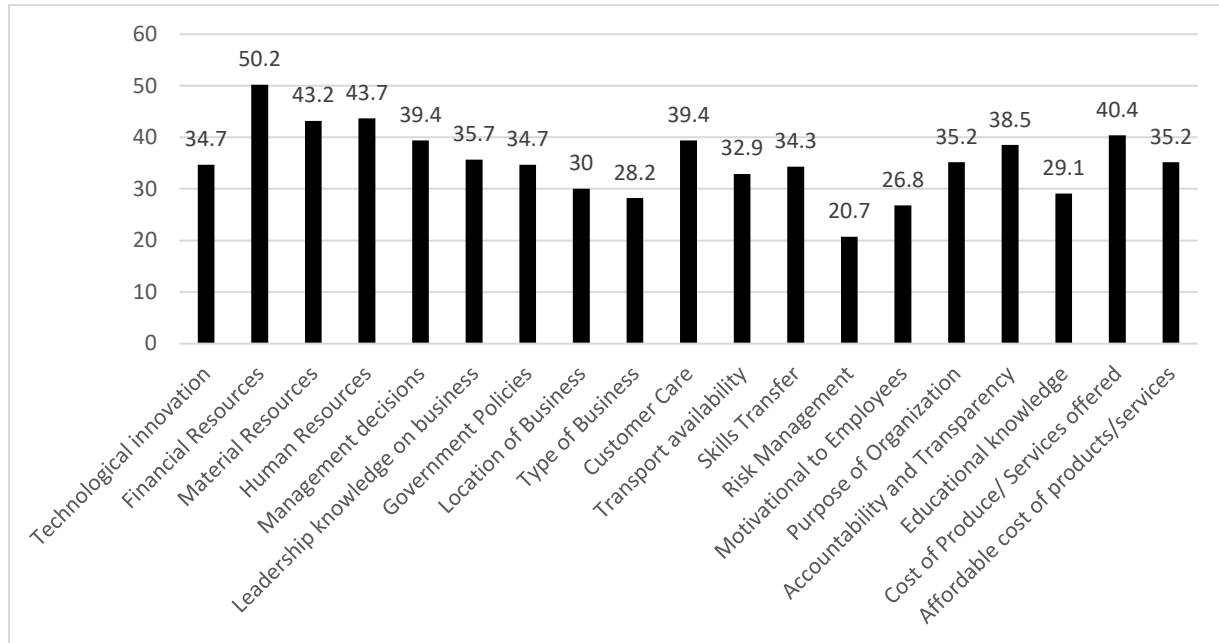
The results of the overall findings were high. The researcher chose to present the results according to the research questions. The answered provided addressed the research questions as follows:

***Research Question 1: What Factors General Influence Sustainable Business Growth?***

Figure 7 below indicates the results of the factors influencing sustainable business growth. The findings revealed that financial resources are the main determinant of sustainable business growth 50.7% (108). Others factors of great importance according to the result were (a) human resource 43.7% (92); (b) material resource 43.2% (28); (c) cost of product or services offered to vendors 40.4% (86); (d) customer care 39.4%(34); (e) management decision 39.4%(84); (f) accountability & transparency 38.5%(82). Risk management, though statistically significant, was the least factor influencing business growth.

**Figure 7**

*Distribution of the factors that influence business growth in the Northwest Region*



The result in Figure 8 shows that for other factors that influence business growth in the Northwest Region. (a) Socio-political crisis 36.6% (79); (b) high tax imposed on the businesses by the government 11.3% (24); (c) bad roads 6.1%(13) were the additional factors observed that negatively influence business growth.

**Figure 8**

*Other factors that impede business growth in the Northwest Region*

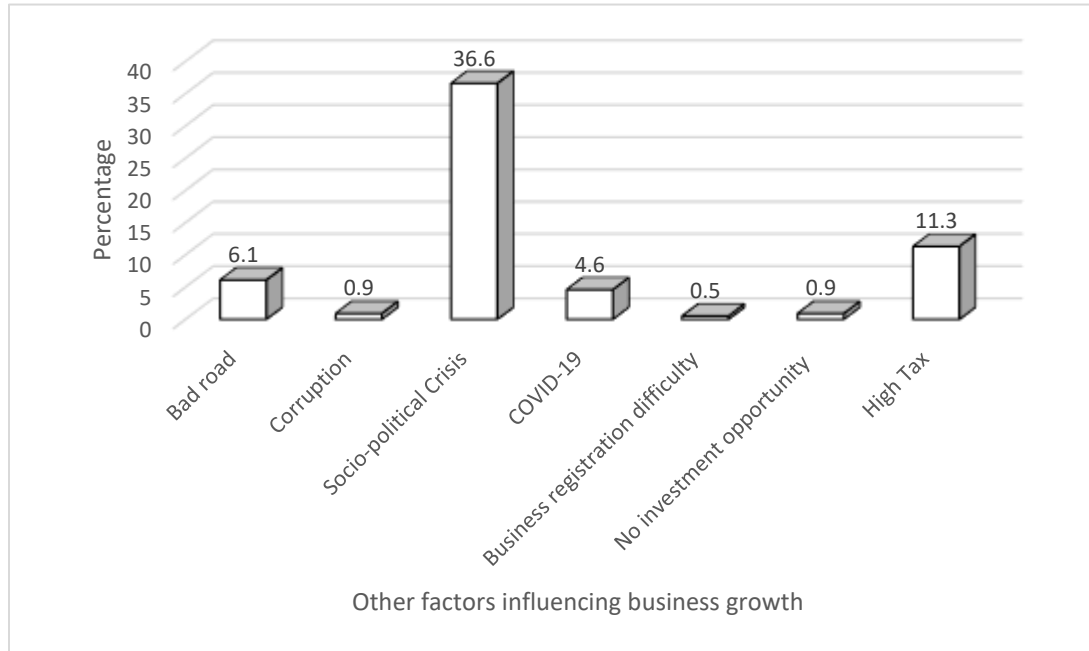


Table III is a regression analysis showing the different observed factors affecting business growth in general. The regression indicates that (a) leadership knowledge on business; (b) skills transfer; (c) customer care; (d) academic level of business personnel have a very high significance of 10% on business growth. Apart from (a) proper planning management decisions; (b) location of the service; (c) proper risk management, that indicates no significant effect following the regression, other factors such as (a) transport availability; (b) Affordable price of products/services to customers by business operators were observed 1% level of significant while, the rest were observed at 5% significant.



**Table III***Regression analysis of General Factors Affecting Business Growth in Sub-Saharan Africa*

Independent variables	Coefficients	Standard Error	t-statistics
	Factors affecting business growth		
Able to adapt to new technological innovation on business	-0.096**	.074	-1.110
Financial Resources Availability	-0.227	.115	-1.987
Material Resources availability	0.062**	.132	.513
Human Resources Availability	-0.106**	.083	-1.189
Proper Planning management decisions	0.145	.105	1.431
Leadership knowledge on business	.094***	.107	.952
Favorable Government Policies	.059**	.079	.662
Location of Service	-0.210	.090	-2.549
Type of Business	-0.068**	.070	-.883
Customer Care	0.069***	.097	.795
Transport availability	0.016*	.089	.177
Skills Transfer	0.090***	.093	.954
Proper Risk Management	0.159	.084	1.809
Motivational Tools to Employees	0.080**	.083	.874
Purpose of the Organization	-0.076**	.080	-.879
Accountability and Transparency	-0.097**	.079	-1.191

The academic level of the business leaders	0.107***	.098	1.250
Cost of market Produce/ Services offered to business operators by their vendors	-0.087**	.107	-.967
The affordable price of products/services to customers by business operators	-0.002*	.119	-.022

(1) \* Indicate 1% level of significance; (2) \*\* indicate 5% level of significance; (c) \*\*\*

indicate 10% level of significance

The regression analysis in Table IV indicates how the different factors affect business growth based on the business type. Following the regression on building materials business (a) financial resources availability; (b) proper planning management decisions; (c) insufficient leadership knowledge on business growth (d) unskilled business personnel; (e) no respect of business purpose; (f) unaffordable prices of products/services offered by business operators to their customers, were 10% significant. Except for (a) human resource availability; (b) skills transfer; (c) customer care; and the academic level of businessperson that was 5% significance, the significance for the rest of the factors through the regression was negligible.

In the education business sector, only Prices of products/services offered by business operators to their customers were not affordable to the customers had a 10% level of significant. Other factors (a) financial resources; (b) accessibility to the service; (c) Cost of market Produce/ Services offered to business operators by their vendors; (d) personnel are unskilled; (e) lack of respect of the business purpose were moderately at 10% significance level, while the rest has no

significance on education using regression. The last business whose factors were examined using the regression was the health business. Apart from (a) transport availability; (b) accountability and transparency; (c) Cost of market Produce/ Services offered to business operators by their vendors, with no significant effect on the health business through the regression, the rest of the factors showed 10% level of significance for health business.

**Table IV**

***Regression Analyses of the Factors influencing business growth According to the Types of Business***

Independent variables	Dependent variables: Types of business		
	<sup>a</sup> Building material	<sup>b</sup> Education	<sup>c</sup> Health
Financial Resources Availability	0.678**	0.153***	0.981***
Human Resources Availability	0.049*	1.343	0.904***
Proper Planning management decisions	0.226**	-1.326	0.124***
Leadership knowledge on business	-0.760*	0.708***	-0.643***
Transport availability	-1.199	-1.201	-2.578
Purpose of the Organization	-1.270	-1.354	-0.894***
Accountability and Transparency	1.415	1.654	1.801
Cost of market Produce/ Services offered to business operators by their vendors	1.133	0.969***	1.122
The academic level of the business leaders	-0.934**	-1.059	-0.536***
The location of the business is not accessible	-1.087	-0.573***	-0.804***
Business personnel are unskilled	.407**	0.699***	0.665***
The business does not respect its purpose	.553**	-0.345***	0.202***
Prices of products/services offered by business operators to their customers are not affordable	.537**	0.894***	0.078***

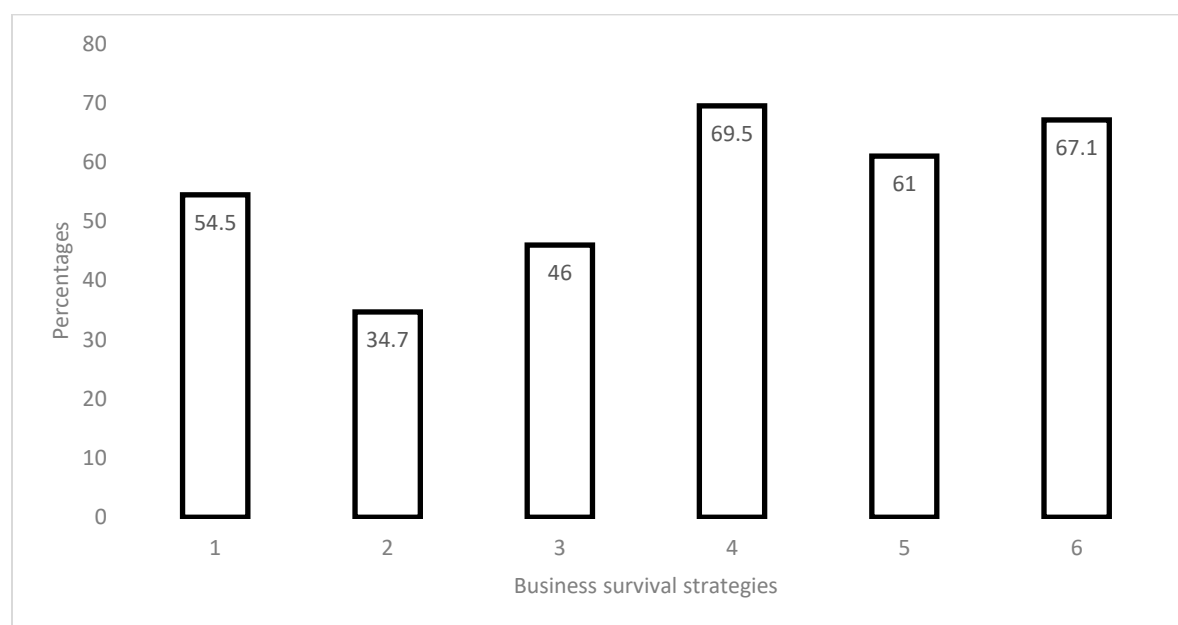
(1) \*= 1% significance; (2) \*\*, = 5% significance; (3) \*\*\*, 10% significance level respectively.

***Research Question 2: What Strategies are adopted by Business Owners in the Northwest Region of Cameroon to enable their Business to Survive?***

According to Figure 9, business owners developed survival strategies to help their businesses survive. The strategies were reducing prices of goods to sell more products 54.5% (116), the introduction of new and unique products or services, for which most businesses such as education and health businesses 69.5%(148) were highly involved.

**Figure 9**

*Distribution of business survival strategies used by business owners*




---

**1. PRICES OF GOODS REDUCED TO ATTRACT MORE CUSTOMERS**

**2. PRICE OF GOODS WAS INCREASED TO KEEP THE BUSINESS**

**CONTINUE**

**3. SALARY OF WORKERS /OR ALLOWANCES REDUCED**

**4. NEW UNIQUE PRODUCTS OR PROCESSES INTRODUCED**

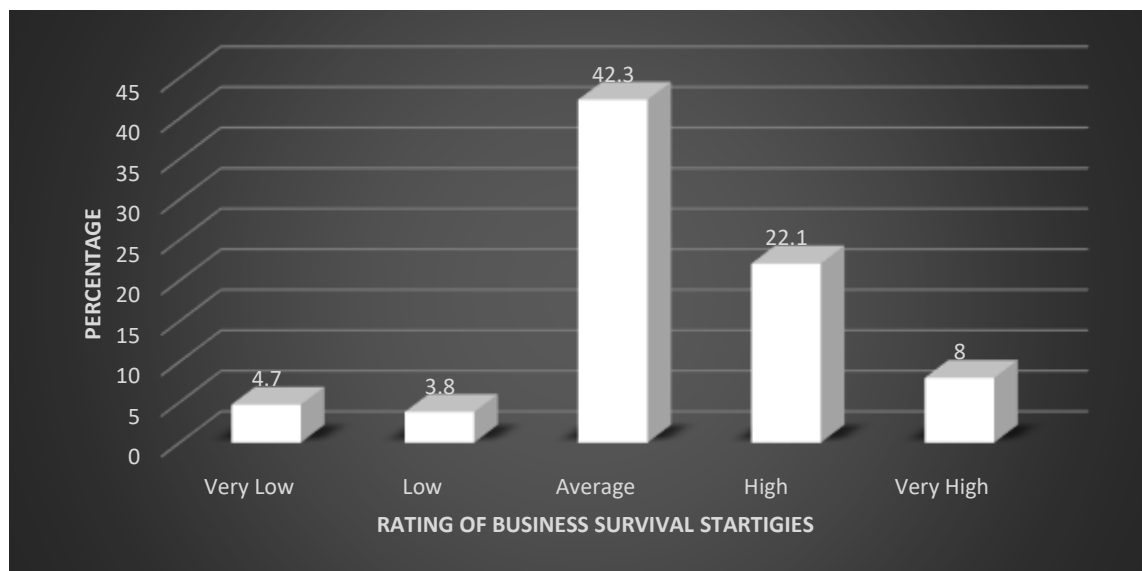
## 5. BUSINESS SENSITIZATION METHODS DEPLOYED

## 6. INCREASED ACADEMIC KNOWLEDGE ON BUSINESS GROWTH SOUGHT BY DECISION-MAKERS

These business survival strategies were rated to keep the business alive, and the result shows that adopting these strategies gave the business an average 42.3% (90) survival rate. A high survival rate was 22.1% (47), while a very high survival rate was only 8% (17) (See Fig. 11).

**Figure 10**

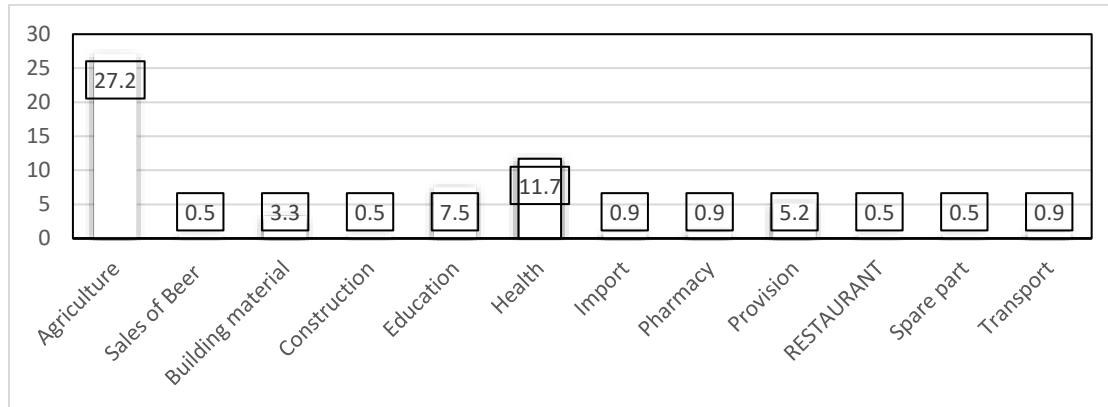
*Distribution of rating of business survival strategies*



According to the participants, agriculture is the best prominent business in the Northwest Region. Figure 11 below gives us a percentage of 27.2% (58). Other significant businesses they think can do well in the Northwest Region were (a) Health 11.7% (25); (b) Education 7.5% (16); and to a lesser extent, (c) provision 5.2% (11), which of course sale agricultural products.

**Figure 11**

*Type of businesspeople think can do well in the Northwest Region*

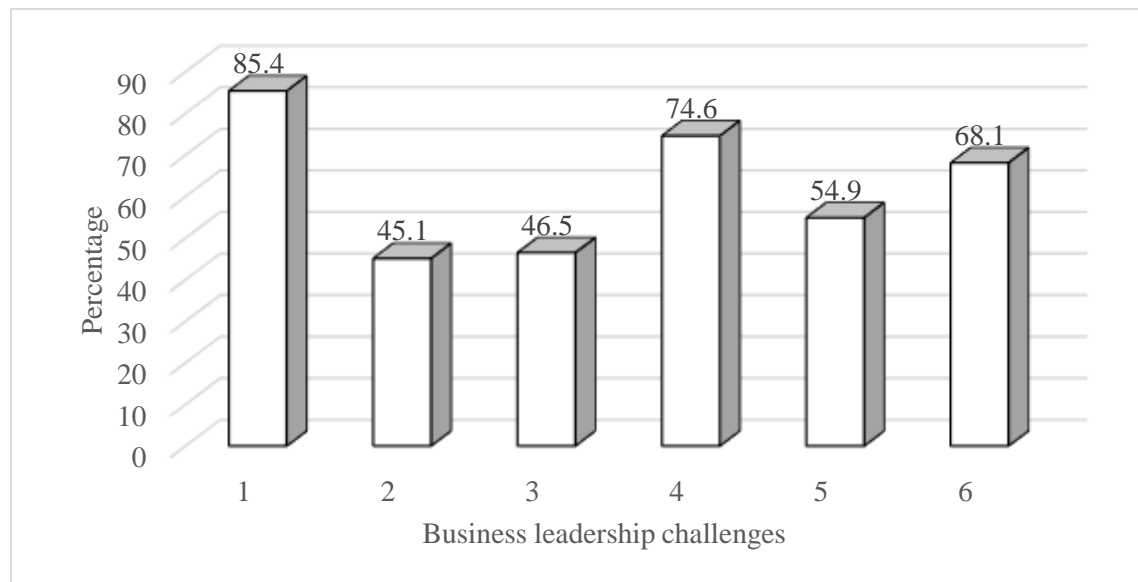


***Research Question 3: What leadership challenges do business operators faced in running their Businesses?***

The figure below shows different leadership challenges businesses to face in Cameroon's Northwest Region in Sub-Saharan Africa. The majority 85.4% (182) of the participants express their challenges in managing their various businesses. Most of them identify a high-interest rate on loans affecting their businesses 74.6% (159), followed by difficulty in managing personnel 68.1% (145).

**Figure 12**

*Distribution of leadership and management challenges faced by business owners*




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**1. DOES THE LEADERSHIP FACE CHALLENGE IN MANAGING THIS BUSINESS**

**2. THE LEADERSHIP CANNOT ACCESS FINANCIAL CREDIT**

**3. THERE ARE NO AVAILABLE COLLATERAL SECURITIES TO OBTAIN LOANS FOR BUSINESS IMPROVEMENT.**

**4. THE HIGH-INTEREST RATE CHARGED ON LOANS IS A HINDRANCE TO MY BUSINESS**

**5. THERE IS NO ACCESS TO EXTERNAL FINANCES**

**6. PERSONNEL ARE DIFFICULT TO MANAGE**

Table V below shows other business challenges faced by business owners apart from management challenges, and the top on the list is the socio-political crisis and insecurity 10.3%



(22) followed by bad roads 4.7% (10). Other business hindrances were frequent lockdown 4.2% (9) and high tax 3.8% (8) on businesses by the government.

**Table V**

***Other Major Challenges Faced by Business Owners in the Northwest Region***

Additional Major Challenge Face by Business Owners in The Northwest Region

Challenges	Frequency	Percentage
Bad Road	10	4.7
Covid 19	2	0.9
Crisis And Insecurity	22	10.3
Illiteracy	4	1.9
Insurance Policy	2	0.9
Lack Of Motivation	4	1.8
Lockdown	9	4.2
No Capital	7	3.3
No Power	8	3.8
No Skills	2	0.9
Poor Management	4	1.8
Rent	2	0.9
Tax	8	3.8
Transport	3	0.9

***Research Question 4: What causes business closures in the Northwest Region of Cameroon in Sub-Saharan Africa? (Factors Hindering Business Growth in the Northwest Region of Cameroon).***

As shown in Table VI, Government Policies are unfavorable factors for sustainable business growth 62% (132). Lack of financial resources 48.4% (103) closely followed government policies. Limited material resources such as market goods late adoption to new innovative technology are one of the main factors that slow down business growth in the Northwest Region 38% (81), lack of available human resources in terms of personnel 26.8% (57) while the wrong choice of business 23.5% (50) was the least of the factors that hinder business growth.

**Table VI**

***Factors that Hinder Business Growth in the Northwest Region***

VARIABLE	FREQUENCY	PERCENTAGE
LATE ADAPTATION TO NEW TECHNOLOGICAL INNOVATION ON BUSINESS		
STRONGLY DISAGREE	21	9.9
DISAGREE	38	17.8
NEUTRAL	35	16.4
AGREE	57	26.8
STRONGLY AGREE	56	26.3
LACK OF FINANCIAL RESOURCES		

STRONGLY DISAGREE	9	4.2
DISAGREE	14	6.6
NEUTRAL	29	13.6
AGREE	58	27.2
STRONGLY AGREE	103	48.4
LIMITED MATERIAL RESOURCES SUCH AS MARKET GOODS		
STRONGLY DISAGREE	11	5.2
DISAGREE	12	5.6
NEUTRAL	54	25.4
AGREE	52	24.4
STRONGLY AGREE	81	38.0
LACK OF AVAILABLE HUMAN RESOURCES IN TERMS OF PERSONNEL		
STRONGLY DISAGREE	25	11.7
DISAGREE	40	18.8
NEUTRAL	47	22.1
AGREE	43	20.2
STRONGLY AGREE	57	26.8
POOR DECISION-MAKING DURING MANAGEMENT PLANNING		

STRONGLY DISAGREE	25	11.7
DISAGREE	34	16.0
NEUTRAL	53	24.9
AGREE	47	22.1
STRONGLY AGREE	51	23.9

#### LEADERSHIP LACKS PROPER ACADEMIC KNOWLEDGE ON BUSINESS GROWTH

STRONGLY DISAGREE	30	14.1
DISAGREE	44	20.7
NEUTRAL	53	24.9
AGREE	41	19.2
STRONGLY AGREE	42	19.7

#### GOVERNMENT POLICIES ARE NOT FAVORABLE FOR SUSTAINABLE BUSINESS GROWTH

STRONGLY DISAGREE	10	4.7
DISAGREE	14	6.6
NEUTRAL	22	10.3
AGREE	35	16.4
STRONGLY AGREE	132	62.0

THE LOCATION OF THE BUSINESS IS  
NOT ACCESSIBLE

STRONGLY DISAGREE	26	12.2
DISAGREE	64	30.0
NEUTRAL	41	19.2
AGREE	42	19.7
STRONGLY AGREE	37	17.4

WRONG CHOICE OF BUSINESS

STRONGLY DISAGREE	50	23.5
DISAGREE	50	23.5
NEUTRAL	43	20.2
AGREE	32	15.0
STRONGLY AGREE	34	16.0

THE CUSTOMERS FEEL THAT THEY ARE NOT RECEIVING GOOD CARE FROM  
THE COMPANY'S PERSONNEL

STRONGLY DISAGREE	28	13.1
DISAGREE	30	14.1
NEUTRAL	48	22.5

AGREE	50	23.5
STRONGLY AGREE	57	26.8
BUSINESS PERSONNEL ARE UNSKILLED		
STRONGLY DISAGREE	48	22.5
DISAGREE	60	28.2
NEUTRAL	38	17.8
AGREE	29	13.6
STRONGLY AGREE	36	16.9
RISK IS NOT MANAGED PROPERLY		
STRONGLY DISAGREE	23	10.8
DISAGREE	45	21.1
NEUTRAL	50	23.5
AGREE	44	20.7
STRONGLY AGREE	46	21.6
THERE ARE NO MOTIVATIONAL TOOLS FOR EMPLOYEES		
STRONGLY DISAGREE	27	12.7
DISAGREE	45	21.1
NEUTRAL	50	23.5

AGREE	59	27.7
STRONGLY AGREE	31	14.6
THE BUSINESS DOES NOT RESPECT ITS PURPOSE		
STRONGLY DISAGREE	39	18.3
DISAGREE	62	29.1
NEUTRAL	35	16.4
AGREE	28	13.1
STRONGLY AGREE	46	21.6
THERE IS A LACK OF TRANSPARENCY AND ACCOUNTABILITY		
STRONGLY DISAGREE	30	14.1
DISAGREE	29	13.6
NEUTRAL	40	18.8
AGREE	51	23.9
STRONGLY AGREE	58	27.2
HIGH COST OF GOODS OFFERED TO THE VENDORS BY THE MANUFACTURERS/ LARGE SCALE COMPANIES		
STRONGLY DISAGREE	20	9.4
DISAGREE	29	13.6

NEUTRAL	43	20.2
AGREE	56	26.3
STRONGLY AGREE	65	30.5
PRICES OF PRODUCTS/SERVICES OFFERED BY BUSINESS OPERATORS TO THEIR CUSTOMERS ARE NOT AFFORDABLE		
STRONGLY DISAGREE	27	12.7
DISAGREE	29	13.6
NEUTRAL	37	17.4
AGREE	66	31.0
STRONGLY AGREE	54	25.4

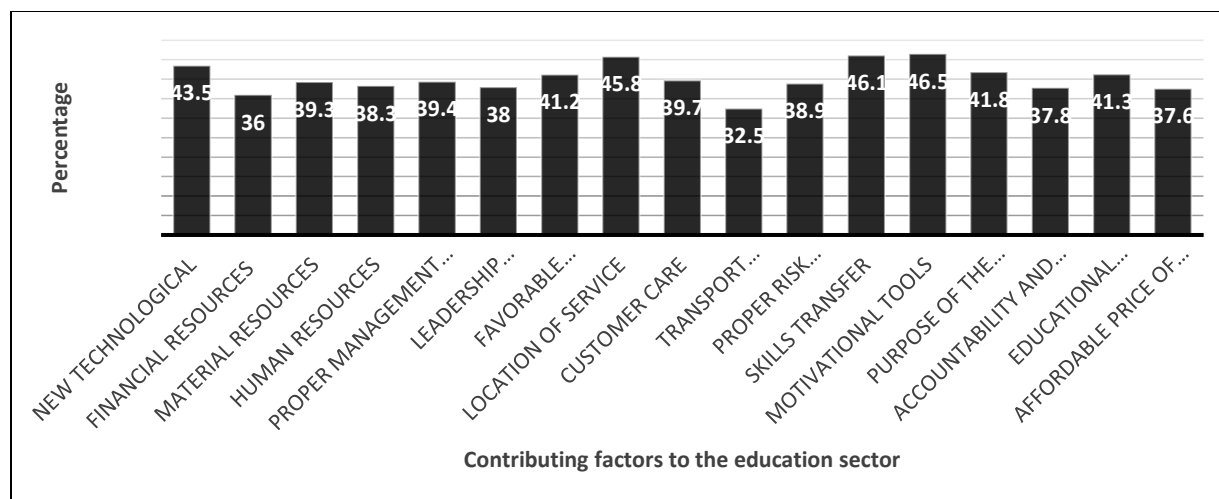
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The analysis of the factors as per the different business sectors gave the following result: Figure 13 shows the distribution of the factors that promote the sustainable growth of the educational sector in the Northwest Region of Cameroon. The highest contributing factors were (a) Motivational tools 46.5% (99); (b) Skills transfer 46.1% (98); (c) Location of service 45.8% (98); (d) and new technological innovation 43.5%(93); to a lesser extent (e) the purpose of the organization 41.8%(89) (f) academic knowledge 41.3%(88). Others also contribute to sustainable business growth, though not as much. Transport availability is the most insignificant contributing factor to the sustainable business growth of the education sector. Transport availability results from the poor road network, which in most cases harms the business.

### **Figure 13**

*Factors that Contribute to the Sustainable Business Growth of the Educational Sector*

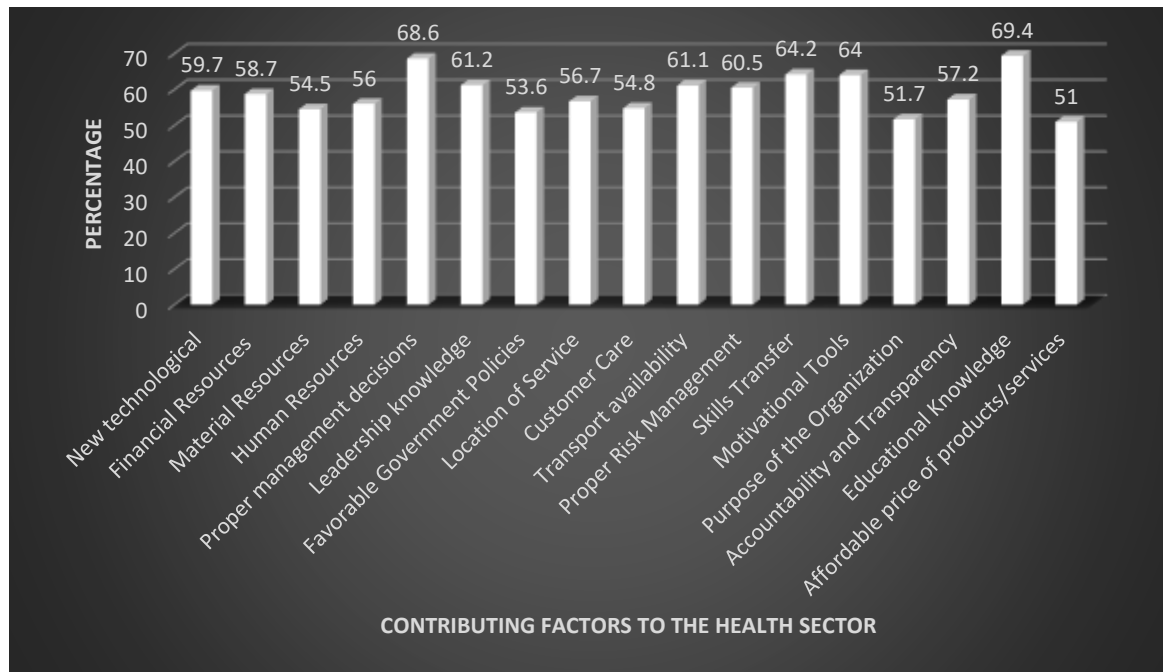




At the level of the health sector (Fig. 14), the contributing factors to sustainable growth are very high, ranging from 51% (109) (affordable cost of service) to 69% (147) for (accountability and transparency). The most significant differences were accountability and transparency 69% (147), Proper Planning management decisions 68.6% (146), skills transfer 64.2%(137), Motivational tools 64%(136), Leadership knowledge on business 61.2%(130), transport availability 61.1%(130) and proper risk management 60.5%(129). The differences between the different factors were statistically significant in most cases (Table VI).

**Figure 14**

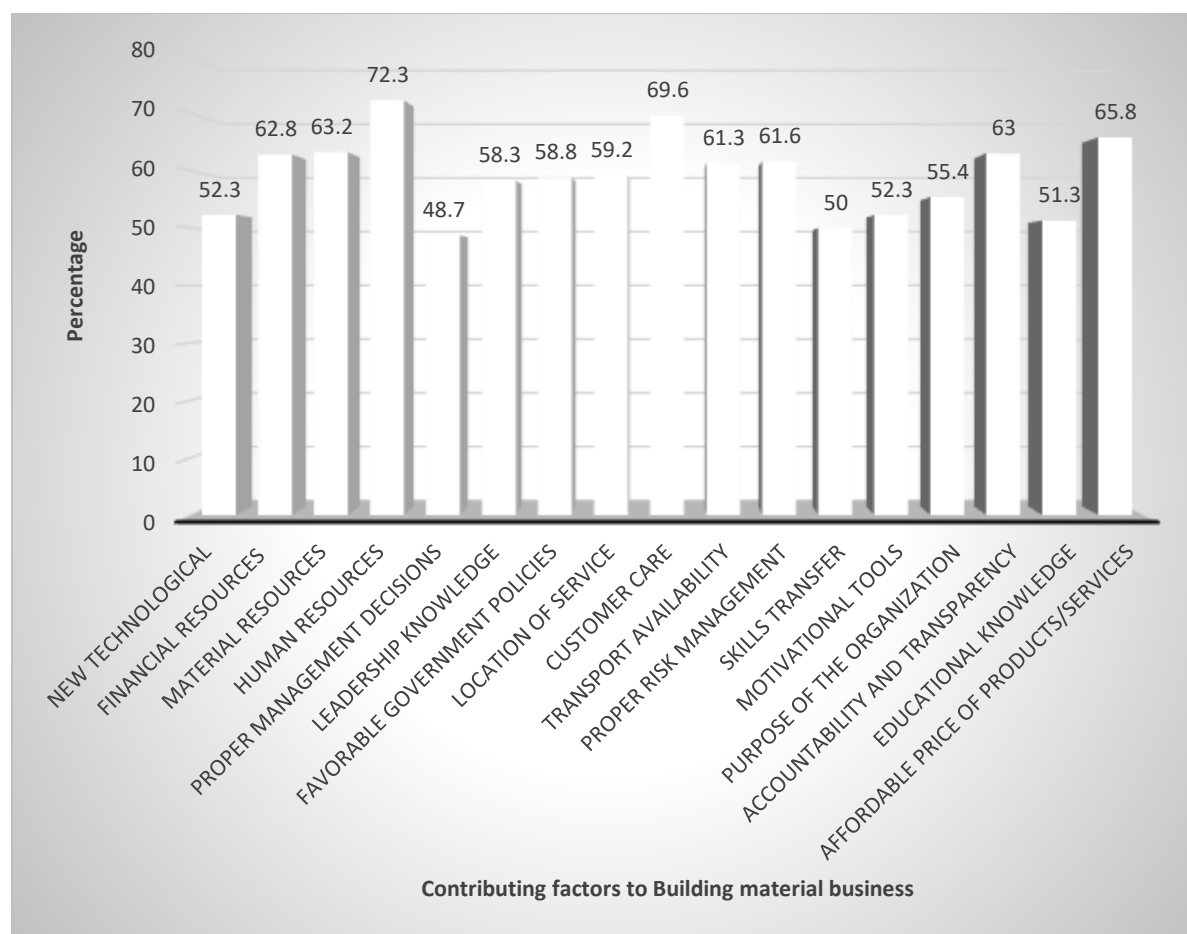
*Factors that Contribute to the Sustainable Business Growth of the Health Sector*



The factors that promote sustainable business growth in the Northwest Region (Figure. 15) show a greater significant influence on the building material business, ranging from 48.7% (104) (Proper planning and management) to 72.3% (154) (human resources availability). The most prominent factors were human resources availability 72.3% (154), customer care 69.6% (148), affordable price of the product 65.8% (140), material resource availability 63.2% (135), accountability and transparency 63%(134), financial resource availability 62.8%(134), proper risk management 61.6%(131), and transport availabilities 61.3%(131). The differences between the different factors show lots of statistical significance (majority  $P < 0.05$ ).

**Figure 15**

*Factors that Contribute to the Sustainable Business Growth of Building Material*



### Comparison of the Factors Contributing to Sustainable Business Growth of Building Materials, Education and Health in Sub-Saharan Africa

Analysis of the factors contributing to sustainable business growth in three critical business areas, (a) building material; (b) Education; (c) health, gave the following results shown in Table VII. The different contributing factors vary across the three different business fields, and the differences in most cases were statistically significant ( $P < 0.05$ ). Adaptability to new technological innovation significantly influences building material business 52.3% (42) at ( $P = 0.002$ ). Proper Planning management decisions 68.6% (46) and location of service 56.7% (74) had the most influence on the healthcare business sector ( $P < 0.05$ ).

**Table VII**

***Comparison of Building Materials, Education, and Health Factors that Promote Sustainable Business Growth in the Northwest Region.***

VARIABLE	TYPES OF BUSINESS			P- VALUE
	Building material	Education f(%)	Health f (%)	
ADAPTABILITY TO NEW TECHNOLOGICAL INNOVATION ON BUSINESS	42 (52.3)	27 (43.5)	38 (59.7)	0.002*
FINANCIAL RESOURCES AVAILABILITY	53 (62.8)	29 (36)	42 (58.7)	0.007*
MATERIAL RESOURCES AVAILABILITY	48 (63.2)	29 (39.3)	40 (54.5)	0.082
HUMAN RESOURCES AVAILABILITY	50 (72.3)	27 (38.3)	40 (56)	0.011*
PROPER PLANNING MANAGEMENT DECISIONS	36 (48.7)	27 (39.4)	46 (68.6)	0.001*
LEADERSHIP KNOWLEDGE ON BUSINESS	40 (58.3)	27 (38)	42 (61.2)	0.055
FAVORABLE GOVERNMENT POLICIES	34 (58.8)	21 (41.2)	28 (53.6)	0.218
LOCATION OF SERVICE	44 (59.2)	29 (45.8)	74 (56.7)	0.000*
CUSTOMER CARE	41 (69.6)	17 (39.7)	40 (54.8)	0.017*

TRANSPORT AVAILABILITY	38 (651.3)	20 (32.5)	40 (61.1)	0.158
PROPER RISK MANAGEMENT	26 (61.6)	23 (38.9)	36 (60.5)	0.003*
SKILLS TRANSFER	21 (50)	19 (46.1)	27 (64.2)	0.010*
MOTIVATIONAL TOOLS TO EMPLOYEES	27 (52.3)	25 (46.5)	32 (64)	0.020*
PURPOSE OF THE ORGANIZATION	38 (55.4)	28 (41.8)	36 (51.7)	0.050*
ACCOUNTABILITY AND TRANSPARENCY	44 (63)	28 (37.8)	41 (57.2)	0.001*
ENTREPRENEUR/MANAGERS' ACADEMIC KNOWLEDGE ON BUSINESS	34 (51.3)	27 (41.3)	46 (69.4)	0.001*
THE AFFORDABLE PRICE OF PRODUCTS/SERVICES TO CUSTOMERS BY BUSINESS OPERATORS	49 (65.8)	28 (37.6)	38 (51)	0.134

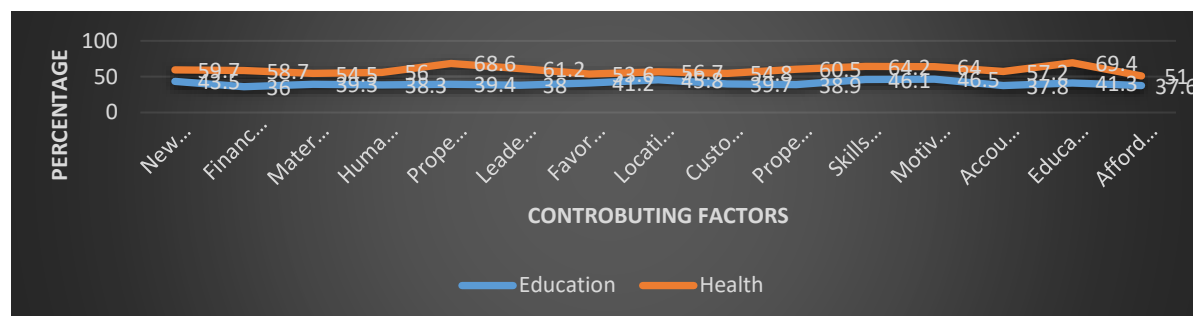
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\* Statistically significant

The academic and health sustainable growth factors were correlated; the results significantly differ with health top-leading (Figure. 16). All the factors are higher in health than in education. The results show that these factors influence or contribute to the sustainable growth of the health sector than the education sector.

**Figure 16**

*Correlation of the Factors that Contribute to the Sustainable Business Growth of the Education and Health Sectors*



**Cross-Tabulation of Types of Businesses with Demographic Data**

The analysis of the types of business concerning genders (Table VIII) shows that more males are involved in building material business than females 78.5%(51), while females are involved in provision store business than the male counterpart 73.5%(25). Education 76.3% (29), health 76.8% (43), and other forms of business 80% (65) all showed that men are generally involved in businesses than women. The difference between males and females was very high, with a very high statistical significance ( $P < 0.001$ ) \*.

**Table VIII**

*Distribution of Types of Business According to Gender*

TYPE OF BUSINESS	GENDER		P-VALUE
	Male	Female	
Building material	(51) 78.5%	(14) 21.5%	
Provision store	(9) 26.5%	(25) 73.5%	0.000

Education	(29) 76.3%	(9) 23.7%
Health	(43) 76.8%	(13) 23.2%
Others	(16) 80.0%	(4) 20.0%

---

According to age groups (Table IX), the distribution of businesses was statistically significant ( $P=0.001$ ) with the age groups different. The highest age group with building material business was between 21 and 30 40% (8). The highest age group with provision store was 21 to 30 years of age 50% (107). The majority of those in the education business sector were aged between 31 and 40 years old 39.5% (15). For health sector business, the majority was in the age group of 41 and 50 years 35.7% (20), and finally, for any other business, the age group (21-30 years old) was still at the top 40% (8).

**Table IX***Distribution of Types of Business According to Age Group*

TYPE OF BUSINESS	AGE GROUP (YEARS)					P- VALUE
	21-30	31-40	41-50	<b>51-60</b>	<b>61+</b>	
BUILDING	(30)	(21)	(8) 12.3%	(6) 9.2%	(0) 0.0%	0.001
MATERIAL	10.2%	32.3%				
PROVISION	(18)	(7)	(6) 17.6%	(1) 2.9%	(0) 0.0%	
STORE	52.9%	20.6%				
EDUCATION	(10)	(15)	(4) 10.5%	(7) 18.4%	(0) 0.0%	
	26.3%	39.5%				
HEALTH	(12)	(9)	(20)	(13)	(2) 3.6%	
	21.5%	16.1%	35.7%	23.2%		
OTHERS	(8)	(4)	(4) 20.0%	(1) 5.0%	(1) 5.0%	
	40.0%	20.0%				

According to the results (Table X), most of those in the building materials and provision businesses had completed secondary school 49.2% (32) and 47.1% (16), respectively). Only 3.1% (2) had no formal education, and 7.7% (5) ended at the primary building materials. 17.6% (6) were those who ended their education only at the primary level for provision. Meanwhile, most of those in the Education sector 71.1% (27) and those in the health sector 71.4% (40) are well educated,



with educational level springing from first degree upward. Only 3.6% (2) for health ended at the primary level. For other businesses, the majority were still those with secondary school certificates 40% (8). The difference in the academic sector was high and statistically significant ( $P < 0.001$ ).

**Table X**

*Distribution of Types of Business According to Educational Level*

TYPE OF BUSINESS	EDUCATIONAL LEVEL					P- VALUE
	No Formal Education	Primary	Secondary	Post- secondary	Degree +	
BUILDING	(2) 3.1%	(5) 7.7%	(32) 49.2%	(14)	(12)	0.000
MATERIAL				21.5%	18.5%	
PROVISION	(0) 0.0%	(6) 17.6%	(16) 47.1%	(4) 11.8%	(8)	23.5%
STORE						
EDUCATION	(0) 0.0%	(0) 0.0%	(4) 10.5%	(7) 18.4%	(27)	71.1%
HEALTH	(0) 0.0%	(2) 3.6%	(4) 7.1%	(10)	(40)	
				17.9%	71.4%	
OTHERS	(0) 0.0%	(0) 0.0%	(8) 40.0%	(6) 30.0%	(6)	30.0%

Table XI shows the distribution of the different types of businesses and the strategies adopted by business owners for their business survival. Prices of goods reduced to attract more customers 37.1(43) were the highest strategy used by building material business owners to survive. The difference across the different business sectors was very statistically significant ( $P=0.007$ ). The highest strategy in the provision store business was introducing new and unique products or processes in the business 15.5% (23). The difference across the different sectors was not statistically significant ( $P=0.367$ ). The most adopted strategies in the education sector were the introduction of the new and unique product or processes in the business 24.6% (32), Business sensitization methods in (media houses, community, or both) 24.6% (32), and additional business knowledge on organizational growth sought by decision-makers 24.6% (32). The difference was not statistically significant in terms of the business type.

**Table XI*****Distribution of Types of Businesses and the Strategies Adopted for their Survival***

ADOPTED STRATEGIES	TYPE OF BUSINESS					P-
	Building material	Provision store	Education	Health	Others	VALUE
PRICES OF GOODS REDUCED TO ATTRACT MORE CUSTOMERS	(43) 37.1%	(21) 18.1%	(22) 19.0%	(20) 17.2%	(10) 8.6%	0.007
PRICE OF GOODS WAS INCREASED TO KEEP THE BUSINESS CONTINUE	(23) 31.1%	(16) 21.6%	(12)16.2%	(16) 21.6%	(7) 9.5%	0.012
SALARY OF WORKERS OR ALLOWANCES OR BOTH WERE REDUCED TO KEEP BUSINESS MOVING.	(32) 32.7%	(16) 16.3%	(15)15.3%	(27) 27.6%	(8) 8.2%	0.517

NEW UNIQUE	(41)	(23)	(32)	(37)	(15)	
PRODUCTS OR	27.7%	15.5%	24.6%	25.0%	10.1%	0.367
PROCESSES WERE						
INTRODUCED						
BUSINESS	(35)	(19)	(32)	(32)	(12)	
SENSITIZATION	26.9%	14.6%	24.6%	24.6%	9.2%	0.013
METHODS WERE						
DEPLOYED						
DECISION-	(41)	(22)	(32)	(36)	(12)	
MAKERS SORT	28.7%	15.4%	24.6%	25.2%	8.4%	0.284
ADDITIONAL						
KNOWLEDGE ON						
BUSINESS						
GROWTH						

Business owners faced several leadership challenges in the Northwest Region (Table XII). The leadership challenges result analyzed across the different business types shows that inability to access financial credit affected building material business the most 28.1% (27), followed by the health sector 24% (23). No available collateral securities were leading in building 26.3% (26) matrix and Education 21.2 (21). High interest rate on loan was high building materials 32.1% (51) and education 22.6% (36). No access to external finance was high on building materials 27.4% (32) and for the rest of the business types 20.5% (24) each. Personnel too difficult to manage was

high in building material 31.7% (46) and education business 22.1% (32). Generally, most affected business by these challenges was the health sector and building material businesses. The difference across the different business types was not statistically significant ( $P>0.05$ ).

**Table XII***Distribution of Types of Businesses and Leadership Challenges Faced*

VARIABLE	TYPE OF BUSINESS					P-VALUE
	Building material	Provision store	Education	Health	Others	
THE LEADERSHIP CANNOT ACCESS FINANCIAL CREDIT	(27) 28.1%	(18) 18.8%	(17) 17.7%	(23) 24.0%	(11)11.5%	0.347
THERE ARE NO AVAILABLE COLLATERAL SECURITIES TO OBTAIN LOANS FOR BUSINESS IMPROVEMENT.	(26) 26.3%	(19) 19.2%	(21) 21.2%	(19) 19.2%	(14)14.1%	0.004
THE HIGH-INTEREST RATE CHARGED ON LOANS IS A HINDRANCE TO MY BUSINESS	(51) 32.1%	(27) 17.0%	(29) 18.2%	(36) 22.6%	(16) 10.1%	0.056

THERE IS NO	(32)	(24)	(24)	(24)	(13)	11.1%	0.042
ACCESS TO	27.4%	20.5%	20.5%	20.5%			
EXTERNAL							
FINANCES.							
PERSONNEL ARE	(46)	(28)1	(32)	(26)	(13)	9.0%	0.021
DIFFICULT TO	31.7%	9.3%	22.1%	17.9%			
MANAGE							

Analysis of the type of business and the factors that hinder business growth shows that these factors affect the different types of businesses differently, and the difference was statistically significant, with  $P < 0.05$  (Table XIII).

**Table XIII**

***Correlation of Type of Business and the Factors that Hinders Business Growth***

VARIABLE	TYPE OF BUSINESS					P- VALUE
	Building material	Provision store	Education	Health	Others	
LATE ADAPTATION TO	(41)	(16)	(26) 46%	(24)	(6)	
NEW TECHNOLOGICAL	72%	28.4%		42.5%	10.6%	0.005
INNOVATION						

LACK OF FINANCIAL RESOURCES	(49) 58.9%	(28) 31.7%	(28) 33.2%	(43) 60.6%	(13) 15.6%	0.039
LIMITED MATERIAL RESOURCES SUCH AS MARKET GOODS	(42) 56.7%	(23) 34.6%	(25) 39.8%	(30) 50.8%	(13) 18.1%	0.025
LACK OF HUMAN RESOURCES IN TERMS OF PERSONNEL	(36) 72.8%	(19) 37.4%	(13) 24.5%	(24) 50.1%	(8) 15.2%	0.033
POOR DECISION- MAKING DURING MANAGEMENT PLANNING	(30) 51%	(19) 38.4%	(19) 39.1%	(22) 44.8%	(8) 16.1%	0.019
GOVERNMENT POLICIES NOT FAVORABLE FOR SUSTAINABLE BUSINESS GROWTH	(48) 59.4%	(27) 31%	(35) 43.4%	(40) 47.1%	(17) 19.2%	0.338
THE LOCATION OF THE BUSINESS IS NOT ACCESSIBLE	(28) 71.8%	(9) 23%	(17) 43%	(20) 49.5%	(5) 12.5%	0.007



WRONG CHOICE OF BUSINESS	(24) 73.2%	(10) 30%	(15) 44.9%	(14) 43%	(3) 9%	0.007
BUSINESS PERSONNEL ARE UNSKILLED	(24) 74%	(10) 31.1%	(13) 37.5%	(16) 52.2%	(2) 6.2%	0.027
RISK IS NOT MANAGED PROPERLY	(26) 58.1%	(14) 31.4%	(15) 33%	(29) 64.8%	(6) 13.2%	0.240
THERE ARE NO MOTIVATIONAL TOOLS FOR EMPLOYEES	(26) 57.8%	(9) 19.9%	(24) 49.9%	(25) 54.6%	(6) 17.8%	0.008
THERE IS A LACK OF TRANSPARENCY AND ACCOUNTABILITY	(40) 74%	(19) 31.2%	(22) 40.3%	(19) 35.4%	(9) 16%	0.004
COSTS OF MARKET PRODUCTS/ SERVICES OFFERED TO BUSINESS OPERATORS BY THEIR VENDORS ARE HIGH	(36) 59.4%	(22) 35.8%	(26) 44.4%	(26) 42.5%	(11) 17.9%	0.390

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## Evaluation of the Findings

This research aimed to investigate the risk factors and concurring issues affecting business growth in Sub-Saharan Africa, the Northwest Region of Cameroon case. The objectives were to (a) determine the factors that impede sustainable business growth in general; (b) determine the strategies adopted or designed by business owners and business managers in the Northwest Region that enable their businesses to survive; (c) assess the challenges leadership faces in running its businesses; (d) assess the causes of continuous business closures in the Northwest Region of Cameroon. The research questions were formulated from the objectives, which guided the data collection for analyses and presentation. The questions have strong corroboration with the dependent variables in the current study that facilitated a more successful outcome. The overarching research question was what strategies could be implemented to promote sustainable business growth in Sub-Saharan Africa? The following objectives remained vital throughout the investigation to address the study queries and hypothesis. The objectives guiding the evaluation of this present findings and the investigation in general were to:

1. Identify the factors that influence sustainable business growth in general?
2. Assess the strategies designed by business owners and their leadership in the Northwest Region enable them to survive their businesses?
3. Assess the challenges leadership faces in running their businesses in this region?
4. Evaluate the causes of business closures in the Northwest Region of Cameroon in Sub-Saharan Africa?

The researcher understood the study procedures' ethical requirements and his role in dealing with the research participants before and during the investigation. The researcher was focused and relevant without harming the participants. Six ethical values were respected

throughout the data collection process. Additional ethical tools that promoted significant ethical observation were the Gatekeeper letter (Appendix K) signed by the delegation of commerce Northwest Region for themselves and their works respectively. The business leaders signed informed consent forms (Appendix Q) for themselves and their personnel before the researcher could gain access to administer the questionnaire in their facilities. The researcher proceeded to administer the questionnaire only after UNICAF University had validated the approved gatekeeper document (Appendix K). The validation of the gatekeeper's letter was followed by the ethical approval (Appendix I) of the University Research Ethical Committee (UREC). The Guardian informed consent was not filled nor signed since children could not participate in the research. Research participants with disabilities other than mental disabilities were permitted to participate in the research.

The hypothesis projected have been analyzed according to their logical presentation in the discussion under these research objectives. Following the objective, to identify the factors generally influence sustainable business growth in the Northwest Region. Figure 6 shows the general factors from the descriptive statistics without a regression ran:

- (a) Financial resource is the main determinant of sustainable business growth 50.7% (19).
- (b) Human resource 43.7% (16).
- (c) Material resource 43.2% (16).
- (d) Cost of product or services offered to vendors 40.4% (15).
- (e) Customer care 39.4% (15).
- (f) Management decision 39.4% (15).
- (g) Accountability & transparency 38.5% (14).

- (h) The purpose of the organization, and affordable cost of products/services from vendors to customers (35.2(13).
- (i) Government policies; (j) Technological innovation 34.7% (13).
- (k) Transfer of skills 34.3% (13).
- (l) Transport and availability 32.9% (12).
- (m) Location of business 30% (11).
- (n) The educational knowledge of firms' leaders on business 29.1% (11).
- (o) Type of business 28.2% (11).
- (p) Motivation to employees 26.8% (10).
- (r) Risk management and type of business 20.7% (8).

Despite the general factors indicated from descriptive statistics, the regression analysis (Table III) shows the different observed factors affecting business growth in general in descending order. Apart from (a) proper planning management decisions; (b) location of the service; (c) proper risk management, which indicates no significant effect following the regression, The regression indicates the factors affecting business group in general classified in three groups (1) those identified at 10% (very high) level of significance; (2) those at 5% (high) level of significance; those identified at (1% (moderate) level of significance.

1. Factors with 10% (very high) level significance:

- (a) Leadership knowledge on business 29.1% (11).
- (b) Skills transfer 34.3% (13).
- (c) Customer care 39.4% (15).
- (d) Academic level of business personnel 69% (11)

2. Factors with 5% (high) level of significance:

- (a) Financial resource is the main determinant of sustainable business growth 50.7% (19).
  - (b) Human resource 43.7% (16).
  - (c) Material resource 43.2% (16).
  - (d) Cost of product or services offered to vendors 40.4% (15).
  - (e) Management decision 39.4% (15).
  - (f) Accountability & transparency 38.5% (14).
  - (g) The purpose of the organization, and affordable cost of products/services from vendors to customers 35.2% (13).
  - (h) Government policies; (j) Technological innovation 34.7% (13).
  - (l) Transport and availability 32.9% (12).
  - (j) Location of business 30% (11).
  - (k) The educational knowledge of firms' leaders on business 29.1% (11).
  - (l) Type of business 28.2% (11).
  - (m) Motivation to employees 26.8% (10).
  - (n) Risk management and type of business 20.7% (8).
3. Factors with 1% (high) level of significance:
- (a) Transport availability 32.9% (12).

Though statistically significant, the least minor factors were risk management and type of business (20.7%). Though the most significant factor influencing sustainable business growth was financial resources and minor risk management, the representation in terms of frequency and number proves that both factors influence business growth. In addition, the result in Figure 9 shows that socio-political crisis (36.6%) and bad roads (6.1%) are additional factors that influence business growth in the Region. The results confirmed the researcher's hypothesis that; financial

resources are the most significant factors influencing sustainable business growth. The above results align with the findings of Aleksandra (2015); Babandi (2019), who highlighted similar factors with financial resources among the rest to have a highly important bearing on corporate development and survival. The reviewed literature supports these results of the findings in most parts. The researcher adapted Weisbord's 1976 organizational model theory for this investigation; the reviewed literature supports these results of the findings in most parts and results obtained fall within the framework of the model following the research purpose/objectives. The model on purpose and objectives indicates that for a successful business venture, the purpose of the business and the objectives should be clearly defined. Weisbord's 1976 organizational model places high value on the purpose of business, then considers objectives as the strategic roadmap used to achieve the purpose.

In line with the descriptive statistics, the regression analyses in table III further indicate the extent to which the observed general factors affect business growth from a universal viewpoint and affirm the order of significance observed from the descriptive statistics. From the regression, (a) leadership knowledge on business; (b) skills transfer; (c) customer care; and the academic level of business personnel indicated a very high significance of 10% on business growth. Apart for (a) proper planning management decisions; (b) location of the service; (c) proper risk management, that indicates no significance following the regression, and (a) transport availability; (b) Affordable price of products/services to customers by business operators some of the factors showed 5% level of significance, the rest were moderately at 1% significance. The second regression in table IV further indicates how the different factors affect the different business types. The extent to which the general factors affect the different business types differs from one business

type to another. The significance levels on the different variables help distinguish the level of effects on the independent variables on business growth in Sub-Saharan Africa.

The factors that promote sustainable business growth in the Northwest Region (Figure. 15) show a greater influence on the building material business, ranging from 48.7% (Proper planning and management) to 72.3% (human resources availability). The most prominent factors in directive of favorite stood (a) human assets availability (72.3%); (b) customer care (69.6%); (c) affordable price of product (65.8%); (d) material resource availability (63.2%); (e) accountability and transparency (63%); (f) financial resource availability (62.8%); (g) leaders knowledge on business (58.3); (h) new technological innovation (52.3%) (i) Proper risk management (61.6%); (j) transport availabilities (61.3%) just to name a few were all significant. Business vendors of building materials can survive their businesses if they patronize both factors. The differences between the different factors show lots of statistical significance (majority  $P < 0.05$ ).

Analyses of the factors contributing to sustainable business growth in three highly competitive business areas, (a) building material; (b) education; (c) and health, gave the following results as shown in Table V above. The different contributing factors vary across the three different business fields, and the differences in most cases were statistically significant ( $P < 0.05$ ). Adaptability to new technological innovation influences the building material business (52.3%) since new building materials come up every time buyers go in for the latest materials such as tiles, ceilings, and plumbing materials ( $P = 0.002$ ). Proper Planning management decisions (68.6%) and location of service (56.7%) had the most significant influence on the healthcare business sector ( $P < 0.05$ ). The factors influencing sustainable growth of building materials and health had strong similarities, while the factors influencing building materials and education had very few

similarities. Correlating the features that affecting the growth of health and education businesses had a strong correlation.

To assess the strategies adopted or designed by business owners and their leadership in the Northwest Region to grow and survive, Figure 9 indicates that businesspersons in the region had developed strategies to survive their businesses. The results reject/opposed the researcher's hypothesis which indicated that business leaders have not designed strategies to keep their businesses successful. The strategies adopted by business operators were (a) introduction of new and unique products or services, for which majority of the businesses such education and health businesses were more into (69.5%); (b) the respondents indicated that business patrons sought additional business knowledge (67.1%); (c) more sensitization methods were deployed (61%) to make businesses succeed; (d) business operators reduction of prices of goods to sell more products (54.5%); (e) some respondents attested reduced salary of workers or allowances to help them stay in business; (f) to some respondents, they instead increase the prices of the good to stay afloat in business (46). From figure 11, the indications are clear that the strategies adopted did not help businesses grow in the Region. However, businesses were able to stay on average. The researcher's adapted model backed by Weisbord's six box models focused on strategies as a box.

These business survival strategies were rated in keeping the business alive, and the results show that adopting these strategies gave the business an average (42.3%) survival rate. A high survival rate was rated at 22.1%, while a very high survival rate was only 8% (See Fig. 9). Also, the structures in the Weisbord model are linked to the strategies adopted for sustainable industry growth to survive businesses. Weisbord's business outline of 1976 significantly connects to the strategy in this study in the adapted model formulated to capture the factors impeding business growth and the concurring issues affecting business growth in the Northwest Region of Cameroon



through the strategies designed felt survive businesses in the region adequately. Comparing the findings of AbdRania et al. (2015); Bahreini et al. (2018); Rani et al. (2015); Shohet and Lavy (2017); Speziale (2015); WHO & UNICEF (2018); Rani et al. (2015) with the present study, the researcher finds a weak correlation on the significance of the designed strategies compared to the existing literature in the field of study. The weak correlation is obtained by summing the number of respondents who said the strategy was high and those who said the strategies were very high. The overall total measures only up to 30.2%, while the average dominates with 42.3% and low and 8.7%.

Literature review on internal business growth factors also indicated the following scholars and their insinuations where most of the results agree with the present finding. Sitharam & Hoque (2016) indicated that internal rivalry and mismanagement like fraud and lack of leadership cooperation affect South African businesses. Hossain et al. (2016) revealed that internal drivers such as lack of funds provision, human capital, and the industry position, amongst other factors, are responsible for business survival. Serge and Bafon (2015) Aktar (2016); Hossain et al. (2016); Serge and Bafon (2015); Sitharam & Hoque (2016), highlighted that the internal factors affecting business include (a) the location of the enterprise; (b) material resources; (c) monetary means; (d) human capitals; (e) structure; (f) educational characteristics; and (g) nature of business (h) purpose of business.

From the literature review, Fortier & Albert's (2015) findings confirmed to these findings that human resource management is a system of activities and strategies that focus on the successful management of personnel at all levels of an organization or firm. Bakator et al.'s (2019) studies also align with the present findings as he opined those human resources in a business are the people whose work is responsible for the management and development of other resources in

the business to enable the firm to grow. The study of Bahare et al. (2015) opined that the human resource department in an organization or business does have human resources professionals who are responsible for the (a) recruitment; (b) screening; (c) carrying out interviews; (d) placement of workers to the rightful job positions, while the managers (e) plan; (f) coordinates; (g) directs those activities of the organization.

Financial resources are the necessary tools, such as money available for doing business in the form of liquid cash securities and credit facilities (Mejri1 & Zouaoui, 2020). Confirming the present findings, Paul and Rani (2015) indicated that commercial houses took a high risk of providing financial assistance to small-size businesses due to the high failure rate that small firms suffer and even the difficulties for the firms to repay the loans. A study made by Cheng (2015) on lending procedures that banks use in giving loans to small enterprises indicated that the management of banks oversees determining the criteria of how much credit facility that the bank can give to a business owner, and that a good managing team will examine credit facility decisions before granting a loan to business operators. Getting finances from commercial houses to start or run a business is never an easy task due to the risk and based on the size of the business, which acts as a barrier against the business to obtain a loan from a commercial house (Alfredo De Massis et al., 2017).

Serge and Bafon's (2015) findings on financial resources confirmed that enterprises use more internal financial resources to run their businesses while large firms use more external financial resources to carry out their businesses. Pylypenko (2020) further confirmed that financial resources are the backbones of every business, considering that no business can operate without finances. Illmeyer et al. (2017) indicated that the firm's financial resources need proper management to promote the firm's growth and withstand business failure. Barbatu-Misu's (2019)

recent study to ascertain the impact of economic crises on the performance of organizations indicated that companies could fight against economic crises by properly managing the company's finances and reducing borrowing, which is indebtedness to the company.

In conformation to the present findings, Vlachou and Iakovidou (2015) indicated that business location is the power that drives employment and the positioning of establishments in a location. Further affirmation to the present findings is the study of Clouse (2017) that indicated that the location of businesses should be in densely populated areas so that the firms can grow to maturity. The location of a business should consider (a) nearness to the population; (b) nearness to the source of raw materials, nearness to the source of labor; (c) nearness to the source of power; (d) transportation; (e) waste disposal, government influences; (f) availability of some facilities like water amongst other, depending on the need of the people (Cifranič, 2016). Tavakolnia and Makrani (2016) said the location of industry positively or negatively affects the growth and survival of the business and that most firms suffer business demise due to their location.

Gurses et al. (2015) indicated that education on business enables the entrepreneur and business managers to think, feel, and behave to contribute to the business's success. That business education would help the firm's operators provide services that meet the community's satisfaction, leading to the firm's growth and survival. Badawi et al. (2016) opined that the educational level of the industry leaders and employees stage an important role in the management and existence of businesses. Cheung (2016) outlined that business studies should be intentionally integrated into the study curriculum because business leaders need academic knowledge to live their businesses. Business education enables the entrepreneur and business managers to think, feel, and behave in a way that contributes to the business's success and provides services that meet the community's satisfaction, leading to the growth and survival of the firm (Gurses et al., 2015).

A study on business education and skills by Badawi et al. (2016) opined that the educational level of the industry leadership and workforce dramas a momentous part in the management and being of businesses. Cheung (2016) findings on issues relating to future firms' development outlined that business studies should be intentionally integrated as an integral part of the study curriculum because education is necessary for organizations to succeed in their business ventures. Their educational level determines the relationship the business operators build with the community, both in formal and informal programs (Cheung, 2016). Wei et al.'s (2019) findings on entrepreneurial education outlined fifteen factors affecting business growth, some of which include the entrepreneur's educational level and the firm's policies. Cheung's 2016 findings say that their educational level determines the relationship the business operators build with the community.

In support of management decisions as to the factor of business growth, Turner and Endres (2017) confirm that (a) planning by business managers is a strategy for commerce success. The ability of industry directors to advert challenges is a strategy for businesses to make businesses successful. Kopnina (2017) indicated that (a) business personnel's strategic thinking is a necessary tool for business success; Bergquist (2017) indicated that managers' decisions in companies have a historic breakthrough that brings about organizational success.

Niu (2016) indicated that (a) sustainable business needs managers with good knowledge of enterprise growth; (b) proper financial planning would improve the sustainability of organizations. Engert and Baumgartner's (2015) findings opined that (a) the leader's management grip on employees is an effective strategy that keeps the business sustainable, and that employee motivation is an excellent strategy for the industry's sustainability. Oertwig et al. (2017) findings in confirmation to the present investigation results opine that strategic management tools that lead to business success hold that (a) planning is an essential strategy for business success; (b)

measuring and evaluation of performance is a strategy that accelerates industries sustainability; (c) effective communication channels is an effective business strategy; (d) collaborative decision-making process helps in business sustainability.

To assess the leadership challenges faced by the business operators in running their businesses, Figure 10 below shows different leadership challenges businesses face in Cameroon's Northwest Region in Sub-Saharan Africa. Most participants (85.4%) say they face challenges in their business management. The participants identified that the interest rate charged on loans is high (74.6%), followed by difficulty in managing personnel (68.1%). Having access to external funding is also a challenge. Though not highly significant, some respondents felt no collateral securities to take loans (46.5%). At the same time, some indicated that the leadership could not access financial houses for loans. These present findings result disproved the study's hypothesis projected by the researcher that lack of financial availability was the most significant challenged faced by business patrons. Weisbord's theoretical model of 1976 demonstrates that harmful mechanisms such as limited finances, high-interest rates, difficulties in managing personnel are harmful challenges that hinder business success.

The theory, particularly the harmful mechanisms, corroborates with the present findings on challenges. The challenges include bad roads and covid-19, which are practical challenges the Region has been experiencing. The literature reviewed highlighted that high taxes and lack of collateral securities are challenges businesses face in running their business. The present research revealed more factors, namely, (a) high-interest rate on loans; (b) difficulty in managing personnel; (c) access to external funding is. These key revelations go further to challenge the reviewed literature in this field.

To evaluate the factors hindering the growth of businesses in the Northwest Region, Table III indicates that government policies are the maximum major elements that negatively affect the sustainability of business growth in the Northwest Region of Cameroon in Sub-Saharan Africa (62%). These policies include (a) taxes; (b) administrative and economic decisions; (c) political decisions; (d) social and health decisions. Both decisions significantly affect businesses negatively in the Region. The tax law in Cameroon does not favor the growing industries. Even the levies placed on imports are too high for the importers to bear because high taxes discourage young persons. The trend of business growth justified this claim as businesses start to grow within the first five years, and the trend falls back after the fifth year to the tenth year before they gain steam to continue their growth trend. The fall in business trend is an evaluation of how government forces affect businesses. Most businesses affected by the government policies are those within six to ten years. Though not very significant, taxes on imports were noted as part of the government policies that affect business.

The results indicated regime policies as the most significant factor that hinders the growth of businesses in Sub-Saharan Africa. The results are in line with the study's hypothesis which states that government policies are the hindrance for business growth in the region. The results further corroborate with the findings of Arshad Divanbeigi (2015); Graafland and Bovenberg (2020); Joo and Suh (2020); Kitching et al. (2015); Salinas et al. (2019), who in their findings highlighted that government policy does not favor business growth. The results of these findings on government policies being a hindrance to business growth are in line with the findings of Louis-Marie (2020); Mahadea and Kabange (2019); Martela (2019); Mori (2017); Ngangum (2020); Strukan (2017), who indicated that government bureaucracy hinders the growth of businesses.

Divanbeigi and Ramalho (2015) indicated that the government has failed to regulate the activities of the business sector to allow a good business relationship between the citizens and the business operators. Graafland and Boveberng (2019) indicated that the lack of motivation from the administration is a hindrance to business success because the inducement stimulates the performance workforce. The findings of Mahadea and Kabange (2019) on how government policy affects business institutions in Cameroon emphasized that (a) government rules affect entrepreneurship; (b) Cameroon policy on business adversely affect business performance, hence causing entrepreneurs to suffer, (c) the influence of the government does not help business owners to yield a profit, and (d) Cameroon government need to provide a more conducive environment for business growth and survival by also promoting ethical values in the policies.

The second factor that hinders the region's business growth is the lack of financial resources (48.4%) following government policies. The available literature on factors prohibiting business growth in Sub-Saharan Africa highlights the lack of financial resources as a significant variable that most businesspersons face. Even though government policies come first in this study, financial resources have mostly been the first factor limiting business growth and survival. From the literature reviewed, the finding of Bushe (2019); Justino (2016); Kabuye (2019); Kozlowski (2019); Mohamad et al. (2015) Paul and Rani (2015) indicated that financial resources are the most top-leading aspects that deter the evolution of industries in Sub-Saharan Africa. These present findings agree with the above literature but hold that for businesses to succeed in Sub-Saharan Africa, government policies should be favorable to the least businessman before looking into financial factors. Garcia and Mojica's (2015) findings agree with the present findings that proper management of finances and good customer relationship promote business sustainability.

Further, Bushe's (2019) findings indicated that (a) limited finances in companies; (b) insufficient funds on the part of the population; (c) low revenue, and (d) no access to financial institutions, significantly contribute to business collapse. Justino (2016) indicated that financial resources are limited in most business settings leading to many failures. Kabuye (2019) highlighted that the significant cause of business failure results from limited revenue. Gumel (2019) indicated that proper planning on the company's internal finances is vital for the small firm's growth. Kozlowski's (2019) findings showed that a lack of adequate finances could collapse a business. These insinuations are supportive evidence of the lack of finances being a contributing factor in organizational failure observed in the present findings.

Limited material resources (38.8%) are the third factor that hinders business growth in Sub-Saharan Africa. Research participants indicated that material resources were limited. The material resources include properties and consumables essential for the growth of the corporate. The observed factor, material resources is in line with the findings of Cannon et al. (2018); Igberadja (2016); Lyimo et al. (2017); Matsumoto (2019); Pella et al. (2018); Vogtländer et al. (2019); Tezera and Yadesa (2017); Weiss et al. (2017) that materials resources hinder business growth. However, the main difference with the above researchers is that they did not prioritize which position or the extent to which materials resources hinder business growth. Many (a) business operators; (b) organizations; and (c) companies, do not quickly adapt to new technology and innovation, and this is one of the main factors that slow down business growth in the Northwest Region.

The high cost of goods offered to the vendors by their manufacturers/ large-scale production companies (30.5%) was fourth in the list of factors hindering the region's business growth. The researcher assessed the cost of market goods offered to the vendors by their suppliers,



proving positive as a significant factor hindering business growth in Sub-Saharan Africa. A lack of accountability and transparency (27.2) is the fifth factor that hinders business growth in Sub-Saharan Africa.

The lack of accountability leads to business fraud because the firm's personnel take advantage of companies that are not transparent and carry out fraud. Transparency and accountability were not observed in the available literature but assessed due to the continuous business failure prinking entire Sub-Saharan Africa.

The customers feel that they are not receiving good care from company personnel (26.8%). This is the sixth factor hindering business growth in Sub-Saharan Africa. The existing literature reviewed in this study did not reveal this. This aspect of customer care was highly significant. Most organizations' employees have neglected customer care, and this affects the firms' business.

Lack of available human resources in terms of personnel (26.8%) emerged as the seventh factor that hinders the growth of businesses in Sub-Saharan Africa. The existing literature indicates human resources as a factor that impedes the growth of the business. Though this was not highly significant, the lack of available and qualified human workers is limited in most business areas.

Late adaptation to new technological innovation on business (26.3%) was the eighth factor that hinders the growth of businesses in the Region. The reviewed literature from the findings of Achtenhagen & Brundin (2017); Esone and Tsambou (2017); Gavua et al. (2015); Ibrahim and Jebur (2019); Nguyen et al. (2015); Okundaye et al. (2019) showed a highly significant level on the effects of information communication on businesses in Cameroon including the late adaptation to the information communication technology gadgets. However, these present findings have proven that late adaptation to new technology hinders business growth in Sub-Saharan Africa, though the previous investigators are not alarmed.

Late adaptation to new technological innovation on business is further confirmed by the findings of Ghemawat (2017), who indicated that globalization is the spread of technology and information to foster business and that late adaptation to new technological innovations would hinder business growth. Licsandrua and Cui's (2019) findings indicated that late adaptation to technological innovations would not foster competition in business but has negative consequences, including a decline in the sales of some homemade products. Ashman et al. (2018) findings indicated that lack of new technological innovations on business would not (a) improve competitive performance of the enterprises; (b) advanced technology; (c) reduced some prices of products and, (d) bring new market opportunities. Elnaga and Shammari (2016) results on similar findings opined that (a) technology is a complementary tool to business sustainability; (b) the ability of business owners and business personnel to effectively use technology tools is an effective strategy for organizational sustainability; (c) effective management of change in an industry is a business strategy to keep the firm sustainable; (d) adequate communication flow promotes business sustainability.

The products/services offered by business operators to their customers are not affordable (25.4%). This factor was not observed in the reviewed literature. The factor is crucial in Sub-Saharan Africa.

The factors hindering business growth in Sub-Saharan Africa align with Weisbord's six boxes model of 1976. Following the adapted framework, the researcher renamed the harmful mechanisms box in Weisbord's six box models as the factors hindering business growth. Weisbord's six-box model adapted for this study has been ideal in this area of the study.

## Summary

The evaluation of the findings paid attention to four significant objectives the facilitated the investigation (a) factors the promote sustainable business growth; (b) causes of business failure in Sub-Saharan Africa; (c) strategies designed by business owners to make businesses successful; (d) the challenges the leadership faces in running their businesses in Cameroon's Northwest Region in Sub-Sahara Africa (Chong, 2017). The evaluation also considered the background that necessitated the study, following the continuous business collapse noticed over time in the region. Additionally, the poor leadership style and inadequate policies of decision-makers were questioned to have been on the rise, leading to poor customer relationships by the company's workforce. It was imperative to study the factors hindering organizational growth in Cameroon's Northwest Region in Sub-Sahara Africa and the co-concurring issues affecting sustainable business growth to generalize the finding in Sub-Saharan Africa.

According to the level of education, the line chart above indicates a trend in education where most participants were those with at least a degree certificate. Those who have completed secondary school education closely followed this. In addition, those with post-secondary were third on the line. Second to the least number of the participants completed only primary level, while the least of the participants in terms of education had no formal education. Based on this chart, there is a trend in which the percentages of business owners increase with an increased level of education. Business success based on increased academic knowledge of business operators means that most business owners are educated.

Table X above indicates that the distribution of the different types of businesses with educational characteristics was highly significant ( $P < 0.001$ ). The researchers appreciated the educational level of the business operators as less than 3.6% ended at first school leaving certificate

in health and 7.7% in building materials. Still, for education and provision, every employee had an ordinary level certificate above. The researcher finds the educational characteristics of the research participants not a significant threat to business survival in Sub-Saharan Africa. The results linked to business operators in the educational sector agree with the profession as it needs educated persons to work in this business and those in the health domain. Health workers need to be educated on proper medical care. In addition, the workers of the provision business are highly educated. All the different types of businesses had highly educated personnel. The difference in education is significant, with an extreme statistical significance ( $P < 0.001$ ). The academic knowledge of the businessperson in Sub-Saharan Africa does not hinder business growth, as witnessed by these findings.

The study considered over nineteen variables tested using the designed questionnaire to assess the factors influencing business growth in Sub-Saharan Africa. The variables included (a) financial resources; (b) material resources; (c) human resources; (d) planning; (e) leadership/leadership style; (f) government Policies; (g) services location; (h) nature/type of services; (i) customer Care; (j) attract investors; (k) transfer of skills; (k) risk management; (l) motivational tools; (m) purpose of the organization; (n) type of decisions; (o) accountability and transparency; (p) educational knowledge of the entrepreneurs and leaders. The assessed variables were all significant, and some very significant, as indicated above. Additionally, the research participants indicated some factors that the researcher missed in the study. However, the open-ended questions asked gave room for the research participants to reveal the additional factors (a) bad road; (b) corruption, (c) socio-political crisis; (d) covid-19; (e) business registration; (f) high taxes. Amongst the additional factors indicated by the research participants, only four were significant (a) socio-political crises (36.6%) highly significant; (b) high taxes (11.3%); and to the

least, (c) bad roads (6.1%) and (D) covid-19 (4.6%) while the rest had very little or no significant influence on business growth and survival.

Six variables were assessed to evaluate the strategies sought by business operators in the Region such as (a) prices of goods reduced to attract more customers; (b) price of goods was increased to keep the business continues; (c) salary of workers/ or allowances reduced; (d) new unique products or processes introduced, (e) business sensitization methods deployed; (f) more knowledge on business growth was sought by decision-makers. On the strategies adopted by the business operators, the findings proved that they were insufficient to help the business survive adequately. Most of the research participants (42.3%) indicated that the strategies were average. According to the research participants, the inadequate strategies observed, agricultural business is the best type of business that can happen well in Sub-Saharan Africa. Other critical businesses are Health and Education, which are other businesses that do well in the Region, and to a lesser extent, the provision that sells primarily agricultural end products.

Specifically, (a) education; (b) health (c) building materials, the highest top leading contributing factors for education were (1) motivational tools; (2) skills transfer (3) location of service; (d) new technological innovation; (e) purpose of the organization; (f) academic knowledge. For the health business, the most significant factors that contribute to the growth of businesses were (a) accountability and transparency; (b) proper planning management decisions; (c) skills transfer; (d) motivational tools; (e) leadership knowledge on business; transport availability; (f) proper risk management, while for the building materials business, the significant factors that facilitate business growth were (a) human resources availability; (b) customer care; (c) affordable price of the product; (d) material resource availability; (e) accountability and transparency; (f) financial resource availability; (g) proper risk management; (h) and transport.

Most of the research participants held that business operators faced challenges in conducting business activities in Sub-Saharan Africa. The five variables (a) the leadership cannot access financial credit; (b) there are no available collateral securities to obtain loans for business improvement; (c) high-interest rate charged on loans is a hindrance to my business; (d) there is no access to external finances; (e) personnel are difficult to manage, that were assessed to determine the challenges faced by business operators in the Region were highly significant. Though both challenges were highly significant, the high-interest rate charged on loans by financial houses was the most significant challenge. Other challenges faced by business personnel were crisis and insecurity, and bad roads.

The researcher assessed seventeen variables to ascertain the causes of continuous business closures (a) late adaptation to new technological innovation on business; (b) lack of financial resources; (c) limited material resources such as market goods; (d) lack of available human resources in terms of man power; (e) poor decision making during planning by management; (f) leadership lacks proper knowledge on business growth; (g) government policies are not favorable for sustainable business growth; (h) the location of the business is not accessible; (i) wrong choice of business; (j) the customers feel that they are not receiving good care from company personnel; (k) business personnel are unskilled; (l) risk is not appropriately managed; (m) there are no motivational Tools for employees; (n) the business does not respect its purpose; (o) there is lack of transparency and accountability; (p) costs of market products/ services offered to business operators by manufacturers/ large scale producers; (q) Prices of products/services offered by business operators to their customers are not affordable to the customers.

Out of the total number of variables (seventeen) assessed, only eight significantly hindered business growth in Sub-Saharan Africa. The negative influence or effect of the other nine variables

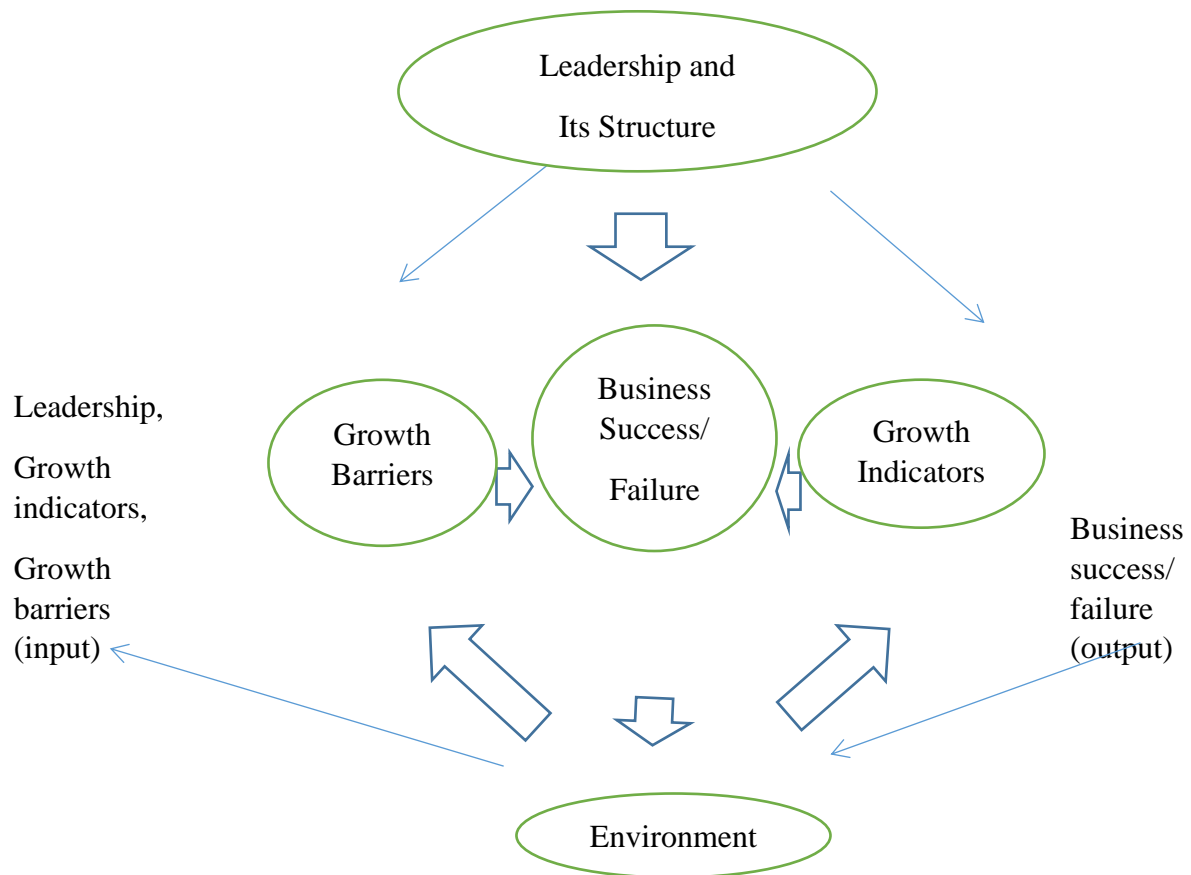
was not significant. Those proven to hinder business growth significantly were (a) government policies; (b) financial resources; (c) lack of material resources; (d) high cost of goods from the offered by the manufacturers or imported goods by vendors; (e) accountability and transparency; (f) inadequate customer care; (g) lack of available human resources (h) late adaptation to new technological innovation on business; (i) prices of products/services offered by business operators to their customers are not affordable to the customers.

The summary of the findings based on the purpose and objectives enabled the researcher to summarize business success as on the below triangular model. This conceptual framework or four boxes model is the handwork of the researcher from the present findings. The model explains business success or organizational growth in the light of the extent to which (a) business growth indicators influence the success of the organization in general; (b) the growth barriers hinder business success, and (c) leadership influences the success of an organization or how success depends on leadership. The organizational model shows how growth indicators and barriers depend on leadership influence based on the leader's leadership style.

## **Figure 16**

*Kenneth Nsom Nyuonguo proposed Conceptual Framework*

*Kenneth Nsom Nyuonguo Conceptual Framework*



## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

#### **Introduction**

This research sprung from the background that seventy to ninety percent of global business closures arise from economic challenges and a lack of technological innovations (Julija, 2017). The closure of the businesses due to lack of innovation had led to a global decline in international trade in 2015 (Lewis & Monarch, 2016). The business sector in Cameroon in Sub-Sahara Africa has suffered economic challenges on its businesses since 2016, which has either slowed or impede business activities by approximately sixty percent in the country (Economic News Release, 2018;



Moki, 2018) despite the existing government regulation on business activities (Kinge, 2016). Existing literature points the finger at decision-makers in companies who lack knowledge of business management proven by their poor leadership style, which has led to poor customer relationships by the personnel in business settings (Jose-Maria, 2018; Sylvian, 2019). Moreover, low product quality and untrained employees contribute to unsatisfactory customer experiences and, ultimately, closure of businesses (Sevidzem, 2018).

The Northwest Region is one of the most affected regions of Cameroon that has suffered economic challenges on its trade activities and is now hard-hit by the ongoing sociopolitical and economic crises the country has been facing since 2016, leading to more trade decline (Aminde, 2018; Sylvian, 2019). Using the Northwest Region of Cameroon in Sub-Sahara Africa as a case study, this research investigated the risk factors and co-occurring issues affecting business growth in the region (Aslam et al., 2017). The broad industry difficult was that failure to adapt to ever-changing societal expectations and integration of technological innovations at a precise moment will lead to business demise. The specific business problem was that ineffective leaders' knowledge of business growth factors could decline quality care, customer retention and limit sustainable business growth.

Scouts (2017), in his findings, had indicated that all Minor and large Enterprises go through diverse phases of growth, some of which today have grown into large organizations. Kurt (2017), in another finding, indicated that (a) fifty-three percent of these businesses are in Japan; (b) nineteen percent in Germany; (c) three percent in Italy; (d) three percent in France; (e) two percent in the Netherlands; (f) one percent in China; (g) one percent in the Czech Republic; (h) one percent in the United States; (i) and five percent in the other parts of the world including Africa. Kajuju's (2016) report in Africa Countries for doing business indicates that Nigeria has the oldest business

organizations that have survived business challenges for over ninety years of operation. Dantata organization in Lagos started around 1910, and the organization is still operational today. Juan (2015) says that for such business organizations to be successful, sound leadership is necessary, and that the growth process of an enterprise involves many challenges until the enterprise grows to maturity or declines. She further indicated that well-managed businesses would continue to grow even in the face of challenges. The researcher's worry is why are there frequent closures of business in Sub-Saharan Africa?

This research aimed to investigate the risk factors and concurring issues affecting business growth in Sub-Saharan Africa, with Cameroon as case study especially in Northwest Region of Cameroon and establish measures for business improvement. The single case study targeted a sample size of two hundred and thirteen firms' owners and leaders working in the Northwest Region of Cameroon. The numerical method used was applicable in the findings due to availability of independent variables that needed only confirmation on its ability to improve the dependent variable (a) business growth; (b) leadership challenges; (b) strategies; (c) causes of business demise. The investigator adopted a snapshot investigation (collect the data once) to capture the data for the quantitative analysis using a questionnaire that I developed with closed-ended questions. Snapshot investigation is faster than a longitudinal investigation.

The implication for positive change is that the results of the findings would possibly lead to an increase in the knowledge of decision-makers on business and the integration of technological innovations. The improved knowledge will further lead to sustainable business growth, excellent customer relationships, and increased employment opportunities not only in the Northwest Region of Cameroon but in Sub-Sahara Africa. The (a) integration of technological innovations; (b) sustainable businesses; (c) employment opportunities may improve the living

conditions of business operators and their employees in the entire Sub-Sahara Africa (Tambi, 2015).

The researcher observed the basic cherished moral rules. The researcher's role in adhering to ethical issues in the research was to ensure that those human beings (participants), their data, and their rights were protected and secured during and after the research process. According to Goodwin et al. (2019), ethical principles concern the formulation and application of research that involve (a) human investigation and testing; (b) animal investigation; (c) academic scandal; (d) scientific misconduct (such as fraud, fabrication of data and plagiarism). The researcher has minimized the clash of notice concerning the researcher with the research participants to ascertain the ethical enshrined principles and reverence for human civil liberties and dignity in the inquiry's procedure. The researcher respected the following ethical measures during the investigation process (a) confidentiality; (b) the right to protection from harm; (c) debriefing of participants; (d) participants were not deceived (e) the right to anonymity; (f) privacy, were respected.

The chapter begins with an overview. The overview ushers the researcher to the focus of the chapter. The researcher proceeds with (a) implications of the findings; (b) implications for application; (c) recommendations for future studies; and (d) conclusion.

## **Summary**

Primary mission of this investigation was to investigate the risk factors and concurring issues affecting business growth in Cameroon in Sub-Sahara Africa with greater attention to Northwest Region and establishing measures of business improvement in entire Sub-Saharan Africa. The single case study targeted a sample size of 213 business operators and leaders working in those business settings in the Northwest Region of Cameroon, in Sub-Saharan Africa. The sample size was based on the recommendation that reasonable sample size for quantitative studies

varies depending on the study's population (Mike, 2017). The objectives to accomplish the problem and purpose statements were to (a) determine the factors that influence sustainable business growth in general; (b) determine the strategies adopted or designed by business owners and business managers in the Northwest Region that enable their businesses to survive; (c) assess the challenges leadership faces in running their businesses; (d) assess the causes of continuous business closures in the Northwest Region of Cameroon, in Sub-Saharan Africa.

The significance of this investigation was that (a) the factors of sustainable business growth; (b) the challenges face business operators; (c) the causes of business failure; (d) the strategies adopted by business owners and leaders serving in these business settings in the Northwest Region, Cameroon, and Sub-Sahara Africa, would be determined (Aslam et al., 2017). The effect of the independent reasons on the dependent variables would lead to the positive recommendations made, which are solutions to business problems and leadership challenges in business settings thereby, improving sustainable business growth in Cameroon's Northwest Region in Sub-Sahara Africa. Additionally, the study was to contribute to the global knowledge of the researchers in this domain and business operators and improve the productivity of the personnel serving in these business settings (Chong, 2017). Sustainable businesses have a direct impact on job creation in this region and the entire Sub-Sahara Africa.

The quantitative tactic was correct for the study due to the availability of the independent variables that needed only confirmation on its ability to improve the dependent variable (a) business growth; (b) leadership challenges; (c) strategies; (d) causes of business demise (Oberiri, 2017). The researcher pretests a well-structured questionnaire on 20 business leaders in Nkwen before respondents filled the questionnaire. The predominant investigation problem was what tactics trade operators could implement to promote sustainable business growth in Cameroon's

Northwest Region in Sub-Saharan Africa? The questions used to attain the research objectives were to assess (a) what factors influence sustainable business growth in general? (b) What strategies are adopted or designed by business owners and their leadership in the Northwest Region of Cameroon that enable them to survive their businesses? (c) What are the challenges faced by leadership in running their businesses in this region? (d) What are the causes of business closures in the Northwest Region of Cameroon in Sub-Saharan Africa?

Data collected for the search was trustworthy. The research facts gathered emphasizes the reliability and validity of the research. After clarifying the trustworthiness of the data, reemphasizing the trustworthiness and soundness of the analyzed information, the results of the findings were presented according to the research questions on (a) bar charts; (b) pie charts; (c) graphs.

Ideal research would focus much on the gaps observed from previous investigations. Meanwhile, a compressive literature appraisal would generally include a thorough review of the works of previous intellectuals in the same field of study to assess the gaps better and see how to fill them in the investigation (Oberiri, 2017; Zaffar, Naeem & Jamal, 2018). The literature reviewed was in four significant areas (a) factors influencing business growth in general; (b) leadership challenges faced by business owners and leaders in the business settings; (c) strategies designed or adopted by business operators for business success; (d) causes of business failure. The review exposes gaps that the entire research paid attention to address. The researcher has highlighted some of the gaps observed and addressed in the present conclusion. The review considered both internal and external factors of business growth. The researcher has highlighted the gaps for a proper investigation and addressed them following the findings.

Literature on the internal factors of business growth failed to consider (a) the type or nature of business; (b) customer care; (c) transport availability; (d) skills transfer; (e) risk management; (f) motivational tools to employees; (g) purpose of the organization; and (h) accountability and transparency. This present research investigated the above factors presented as cracks in the reviewed works. The outcomes from findings presented highlighted (a) customer care; (b) motivational tools to employees; (c) purpose of the organization; (d) accountability and transparency to be a contributing factor to business success while, (e) transport availability; (f) skill transfer; (g) risk management did affect business success much.

The literature reviewed on the external factors influencing business growth failed to indicate the cost of market produce/ services offered to business operators by their vendors and the affordable price of products/services offered to customers by business operators. In addition to other external factors influencing business growth, this present study assessed the cost of market produce/ services offered to business operators by their vendors and the affordable price of products/services offered to customers by business operators in the studies. Following the assessment, the cost of market produce/ services offered to business operators by their vendors and the affordable price of products/services offered to customers by business operators in the investigation were observed, among other factors, to have a significant influence on business growth and survival.

None of the studies indicated the effects of competitors in the same environment that deal on the same business line. (See appendix D for a list of authors on challenges of leadership styles). These are gaps that needed attention in the present study. The study considers competitors dealing on the same line of business, and the results of the findings highlighted competitors as one of the significant factors influencing business growth and survival. From the list of authors that have

written on the challenges faced by leadership and ruling styles indicated in Appendix D, most authors failed to consider war and bad weather as some of the trials that the leadership of business settings faces. They also failed to indicate the best leadership style that is good or most appropriate for every business. The researcher observed these gaps, and business leaders may not situate the best or most appropriate guiding approach to apply in their business (Khajeh, 2018). In this study, the researcher considered war and bad weather as proper variables for the study. The findings did not highlight weather as a factor influencing business failure but present war as one factor contributing to business demise.

The authors reviewed did not research industry growth and sustainability strategies and did not indicate the proper leadership style as a sustainable business strategy contrary to the present findings. The business leader's best leadership style(s) practice was primordial in running a firm.

Another gap from the reviewed scholar works was the lack of highlighting the cordial relationship between business personnel and customers to keep businesses sustainable. The researcher has considered these vital variables in the present study. The findings projected customer relationship as one of the factors observed to influence business growth and survival.

The review of the existing literature on maintaining sustainability paid less attention to (a) expansion and capital investment; (b) growth and well-being of the company's personnel (Nigri and Baldo, 2018). The present research studied these variables. The present findings corroborate the existing investigations in the study area (See Appendix F for authors and factors on business sustainability and strategies).

Besides, most scholarly works reviewed the impact of businesses in the community geared towards small businesses. Hence the impact of large organizations or companies was neglected by

previous researchers. When business owners and business leaders know the impact their businesses create in the community, their management tactics may change for the realization and survival of the commercial engagement (Nugent, 2018). Lack of a proper understanding of the impact of both small and large organizations in the community may just be a real factor contributing to business collapse. The present study focused on both small and large organizations before obtaining the robust results presented.

Following the case study, Northwest Region in Sub-Saharan Africa, evidence-based results show more educated persons into business than uneducated contrary to the past observations. The literature had a proven high level of uneducated businesspeople doing business than those formerly educated in the literature reviewed, which stands out as one of the causes of the business demise. However, the present findings indicate more educated people in the business. Education is a *sine qua non* for business survival.

The researcher assessed over nineteen variables to determine the factors of business growth and survival in Sub-Saharan Africa such as (a) fiscal assets; (b) quantifiable properties; (c) human means; (d) planning; (e) leadership/leadership style; (f) government Policies; (g) services location; (h) nature/type of services; (i) customer Care; (j) attract investors; (k) transfer of skills; (k) risk management; (l) motivational tools; (m) purpose of the organization; (n) type of decisions; (o) accountability and transparency; (p) academic knowledge of the entrepreneurs and leaders; (q) socio-political crisis; (r) high taxes (s) bad road; (t) covid-19. All the assessed variables significantly affected business growth and survival in Sub-Saharan Africa, except for business registration and corruption that does not affect business growth.



From the six variables assessed to determine the strategies sought by business operators in the region for business growth, (a) prices of goods reduced to attract more customers; (b) price of goods increased to keep the business continues; (c) salary of workers /or allowances reduced; (d) new unique products or processes introduced, (e) business sensitization methods deployed; (f) more knowledge on business growth sought by decision-makers, were both proven to be insufficient to promote business growth in Sub-Saharan Africa adequately. Good strategies are needed in the region to accelerate the growth of businesses. The established recommendations give significant factors that would positively turn around businesses in this region.

Business operators that want to focus only on education business should uphold the following factors (1) motivational tools; (2) skills transfer (3) location of service; (4) new technological innovation; (5) purpose of the organization; (6) academic knowledge. These are the variables that proved positive to support the growth and sustainability of the education business. The factors may help other businesses, ideal for education business as proven by empirical research.

For business operators aspiring the health business, they should pay attention to (a) accountability and transparency; (b) proper planning management decisions; (c) skills transfer; (d) motivational tools; (e) leadership knowledge on business; transport availability; (f) proper risk management, while operators dealing on building materials line need to pay attention to (a) human resources availability; (b) customer care; (c) affordable price of the product; (d) material resource availability; (e) accountability and transparency; (f) financial resource availability; (g) proper risk management; (h) and transport. These are the variables that proved positive to support the growth and sustainability of the health business. These factors cut across several different businesses but ideally for health businesses.

The five variables assessed as challenges that business owners and leaders must work to overcome in their business were (a) government policies; (b) financial resources; (c) lack of material resources; (d) high cost of goods offered by the manufacturers or imported goods by vendors; (e) accountability and transparency; (f) inadequate customer care; (g) lack of available human resources (h) late adaptation to new technological innovation on business; (i) prices of products/services offered by business operators to their customers are not affordable to the customers. Clear pieces of evidence indicated that government policies are harsh on business while financial resources are limited. Prices of goods offered by the manufacturers or imported goods by vendors are costly, which causes the business operators to sell at high prices. Accountability is lacking in business in addition to inadequate customer care, while human resources are limited too.

The study made use of Weisbord's Six-Box framework model of 1976. Weisbord's business outline of 1976 focuses on six classes of a business such as (a) objectives; (b) configurations; (c) associations; (d) headship; (e) compensation; and (f) serious, important mechanisms (Hitesh, 2019 & Weisbord, 1976). Weisbord's business model indicates that the level at which the business outline affects the surrounding area depends on the (a) output; (b) input; and (c) how the setting equally affects the business. The business outline by Weisbord 1976 indicated the objectives of an industry which are to explain its mission and goals. Weisbord's model of (1976) indicated that an industry's success directly correlates with the firm's structure and that the structures may be based on the experts' functions as a team or by the (a) products; (b) programs; or (c) projects, carried out by multi-talented teams. Strategies adopted for a firm's success are included in Weisbord's growth structural model (1976), considering how persons and units interact.

The researcher highly considered and utilized Weisbord's six box model in line with an adaptive conceptual model by the researcher from Weisbord's model. The researcher finalized the adaptive model at the end of the findings for future use. While Weisbord's theory on business success of 1975 and the organizational conceptual model of 1976 continues to stand the test of time as a model that focuses on organizational growth, an attempt to bridge its limitation to fully harness organizational growth, have been proposed in the adaptive model by the researcher. The researcher finds the proposed conceptual model fit for business success. The proposed conceptual model appears as a summarized model from Weisbord's organizational framework.

The summary of the findings based on the purpose and objectives enabled the researcher to summary business success on the triangular model. This conceptual framework or four boxes model is the handwork of the researcher from the present findings. The model explains business success or organizational growth in the light of the extent to which (a) business growth indicators influence the success of the organization in general; (b) the growth barriers hinder business success, and (c) leadership influences the success of an organization or how success depends on leadership. A living inspirational, iconic transformational leadership is that of Prof. Tih Pius Muffih, Director of CBC Health Services in Cameron, despite sociopolitical challenges. The model shows how growth indicators and growth barriers depend on leadership influence and a leadership style. For business success to occur, the leader should fully address growth barriers and growth indicators. The leaders should also grow in their ability to negotiate using Best Alternatives to Negotiate All (BATNA), to come to a Zone of Possible Agreement (ZOPA).

## **Conclusions**

Drawing conclusions from the findings following the research hypothesis, several factors have been obtained to drastically responsible for business success and failure in the region. On

identifying the factors influence sustainable business growth in general in the Northwest Region, the researcher assessed factors presumed to influence business growth and survival positively or negatively with hypothesis that financial resources are the most significant factor responsible for business growth, (a) Financial resources proved to be the most significant determinant of sustainable business growth affirming to the hypothetical insinuation. Additional factors were (b) human resource; (c) material resource; (d) cost of product or services offered to vendors (e) customer care; (f) management decision; (g) accountability & transparency; (h) the purpose of the organization, and affordable cost of products/services from vendors to customers; (i) government policies, (j) technological innovation; (k) transfer of skills; (l) transport and availability; (m) location of business; (n) the academic knowledge of firms' leaders on business; (o) type of business; (p) motivation to employees, in descending order. The minor factors though statistically significant, were risk management and type of business.

Business startup depends on finances, and therefore, organizations' operators must have the startup capital before beginning a business. The financial power would improve human capital (human resources). The results explain why human resources proved to be the second factor influencing business success (Aleksandra, 2015). Human capital is a vital resource that organizations should uphold. Materials resources observed to be the third factor that influences organizational success depends on finances. If the business operators have the startup capital, they would generally have the required materials for the business. Lack of financial resources affects materials resources and vice versa (Babandi, 2019).

The findings of Illmeyer et al. (2017) indicated that enterprises use inside and outside financial means to run their businesses and that the firm's financial resources need proper management to promote the firm's growth and withstand business failure. This is because

economic capitals seem amongst the backbones of every business, considering that no business can operate without finances (Pylypenko, 2020). To maintain the growth trend of industry financial resources, the firm must fight against the impact of economic crises on the performance of organizations and reduce borrowing, which is indebtedness to the company (Barbatu-Misu 2019).

Amongst the critical aspects that sway business realization, is the cost of products or services offered to vendors by their manufacturers. The implication for the high cost of goods from the manufacturers is that when business operators procure goods at high prices, they will sell at high prices to stay in business, and when they procure at low cost, they will sell at low cost. Customer care equally influences business growth in Sub-Saharan Africa. Customer care is an aspect of the welcoming and customer-centered attitude the firms' employees express towards their customers. Management decisions influence business growth and survival in Sub-Saharan Africa. The decisions that management takes determine whether their companies would succeed or not. Management decisions include the planning ability to succeed. Therefore, better planning on (a) finances; (b) human resources; (c) material resources would enable businesses to succeed, while poor planning would lead to business collapse.

Businesses have a responsibility for the communities in which they operate, and the impact of businesses in the community results from the benefits the firm can make from its products. The sales of unprofitable goods and services in the community would result in poor sales; hence the business would collapse. When the wrong choice of goods and services are being delivered in the community, the population loses several benefits that businesses would have been providing, such as (a) increased revenue from taxes; (b) job creation for the community; (c) development. A businessperson who operates a coffin business in a Muslim community would fail simply because the population does not embrace burying their dead ones in a coffin. Such a business is misplaced

of priorities. A coffin business is a necessary but the community that would facilitate the sales of such a business might not be the right one. A community with bad roads would celebrate a business vendor who deals in the car business that has a four-wheel drive. This is because the nature of the road cannot permit any vehicle without four-wheel drive, and not because other cars are not good.

Before the outbreak of modernism, where you could see the white interested in African wears and those of the black race interested in using dresses designed for the white, operating such a business in either location would be misplaced of priorities. Even today, such businesses must be carefully studied vis-à-vis the location (community) before embarking on the business.

Companies must uphold accountability & transparency as a virtue in every business. These present findings revealed that accountability and transparency influence the growth of businesses in Sub-Saharan Africa. When the management and employees of organizations are accountable, the business grows, but failure would be inevitable if there is a lack of accountability amongst the business crew. Accountability has to do with resource management such as (a) finances; (b) human resources; (c) time; (d) equipment, amongst other factors. Mismanagement of resources in industries is a significant cause of business failure. Managers should fight against mismanagement at the workplace to keep their businesses sustainable because trade leadership's inability to survive the company due to misappropriation and improper control of the financial system would bring about the firm's collapse (Shapira, 2017). Most firms collapse because of poor management skills and managers' lack of accountability (Surji, 2015). This could be the most reason why Tsie (2017) indicated that mismanagement is the key substantial element affecting growth and endurance of industries.

The respondents felt that the purpose of the organization influences the growth of their businesses. The reason behind the creation and opening of a business is primordial, as success or

failure depends on the purpose. The essential thing is to stay on to the business purpose. Some firms begin, and within their growth path, deviate from the original purpose and eventually collapse, but those who hold on to the mission have higher chances of succeeding. The most reason why some businesses do not reach the maturity stage is when they deviate from the organizations' original purpose.

Businesses die at initiation, infancy (development stage), and growth level; others do not reach maturity. Some entrepreneurs focus on serial businesses. They create businesses, then start to run them, and when they begin to grow, they sell to others and go back to create some depending on their purpose. The research participants indicated that the cost of products and services from their vendors influences their businesses. The cost of goods from vendors depends on the cost from the manufacturing firms and the taxes on imports. The research participants indicated that (a) taxes; (b) an enabling environment for businesses to operate are government policies influence their businesses. Research participants indicated that technological innovations influence their businesses. Today, the business world has become android contrary to the past when it was mostly face-face. The use of (a) WhatsApp; (b) email; (c) Facebook today, amongst other applications, shoulders a significant influence on commerce operations. The study participants also indicated that skills transfer influences the success of their firms. Skills transfer would assist the business patrons in adapting to technological innovations.

Transport availability was another factor observed that influenced business growth in Sub-Saharan Africa. Financial resources influence the transportation of goods in the company. When the cost of shipment on imported and the cost of transport on homemade goods in the local markets is high or low, there is an influence on the business. The locations of some industries are where vehicles could not easily reach. The location of companies influences the firm's growth. The

academic knowledge of firms' leaders on business determines the growth trend of the business. The entrepreneur's good academic knowledge of the company's growth would positively influence the firm's growth, while common knowledge would lead to failure. The location of a business should consider; (a) nearness to the population; (b) nearness to the source of raw materials; (c) nearness to the source of labor; (d) nearness to the source of power; (e) transportation; (f) waste disposal; (g) government influences; (h) and availability of some facilities like water amongst other depending on the need of the people. When these elements are not considered in choosing a business location, the growth process might not be successful.

The location of an industry positively or negatively affects the growth and survival of the industry, and most businesses suffer closures due to where the business is established. The relation between the business location and the customers depends mainly on (1) increased cost; (2) competition; (3) reduction in demand; (4) communication strategy; (5) customer's growth; (6) incentives provision by the government; (7) affordable transportation means, (8) available communication systems. They are inciting a business in a particular place, considering the people the business is meant to serve and the survival of competition, and maintaining growth should be upheld. Business location is also affected by the taxes that the business may suffer. Though taxes are a source of government revenue, some governments may exempt business operators in some localities from paying certain taxes, exempt firm operators of particular businesses from taxes. To some business operators, taxes may be reduced. Most of the influences on a business's location in an environment are also a result of the revenue that the firm receives. Therefore, the location also determines how much the business will generate to cope with taxes.

Participants indicated that the type of business run by the business operators might not be the right type of business for that community. A good business with the needs of the population



considered would lead to success, while a business without considering the population would fail. Research participants felt that motivation to workers influences the growth of the business. When workers are motivated, they will work harder and increase output. Low motivation might lead to less input and eventually low output. Motivation may be (a) financial; (b) incentives; (allowances; (d) time amongst other factors.

Comparing the factors that influence the growth of (a) building material; (b) education; (c) health; shows some level of significance as the same factors influence other businesses than others. Adaptability to new technological innovation shows much influence on building material business. The same factor influences the health business less than building materials and far lesser in education as in health and education. By implication, those doing building materials business could pay more attention to technological innovations while those doing health and education business might not bother much on technological innovation. Proper management Planning decisions and service location had the most significant influence on the healthcare business sector ( $P < 0.05$ ). The factors influencing sustainable growth of building materials and health had strong similarities, while building materials and education had very few similarities. Correlating the issues that promotes or cripples the growth of healthiness business including education had a strong correlation.

The objective to assess the strategies adopted by business owners in the Northwest Region of Cameroon that enables their businesses to survive, has its hypothesis that there have been no designed strategies by business operators to keep their businesses successful. The evidence-based results proved that businesspersons in the region had designed strategies to survive their businesses though not effective. The business operators adopted six effective strategies. The introduction of new and unique products or services was most significant in the education and health businesses.

The assurance of this revelation from the research participants is that the business operators brought in new unique products that facilitated business growth, primarily in the educational and health sectors. New and unique products would typically win a more significant market because most buyers love experiencing new things. Also, selling what others do not have nor do not sell is an added advantage, though, in some instances, this might need more sensitization to sell the product because most buyers prefer buying what they know than what they do not know. In the case of businesses in this region, the new unique product only won the market averagely. Possibly, there was no proper study of the market niche before introducing the new products.

The ability to gain more knowledge of business would positively influence the firm's growth. The business patrons, indicated by the research participants, are seeking more knowledge on business. The implication of new knowledge would result in business growth, but there was no significant change in business growth in Sub-Saharan Africa. Possibly, the business leaders sought wrong knowledge because acquiring the proper knowledge on business leads to organizational success. Increased new knowledge might result in sensitization methods. Participants reported that more sensitization methods were deployed to have businesses succeed. If business leaders sought the proper knowledge, then the application of the knowledge was not appropriate.

Another way to keep businesses moving and have more customers is to reduce the prices of goods and services. As reported by the research participants, there was a reduction in the costs of merchandises including facilities. Reducing the costs of goods would mean a reduction in profit. Nonetheless, much profit could only be achieved if there is more customers turn out. By implication, price reduction would possibly increase sales leading to more profits. As others were reducing prices of goods, other vendors were increasing. Price reduction versus price increase could only be best appreciated if two suppliers' reduced prices are on goods. Where the prices of

goods reduced are on goods different from those that have witnessed prices increase, the effect on the customer may not be suitable as the customer might buy low on one product and pay high on another, and the equation remains the same. However, price reduction that would attract customers would go alongside sensitization, for many customers might not even know of the price reduction. A broader spectrum of customers probably does not know about the price of goods reduction in the Sub-Saharan region. If communicated and business did not accelerate, it might mean that some were increased while reducing the costs of some goods, some were increased.

When the sales of goods are high (increasing the profit of the company), the industry easily moves from the growth stage to expansion phase where the (a) organizations; (b) companies; (c) firms; (d) businesses, carve out branches or detachments and separate their activities amongst trades and manufacturing. When the firm's operators, keep the prices high, expansion is challenged since fast sales entails more goods to be bought, hence leading to more profit. The certainty is clear that goods sold at high prices would yield more profit that would enable the company, but the challenge that when the prices of goods from a particular company are high in times of high competition or when a significant number of vendors sell the same type of goods, the business may remain at the growth stage and would not expand. This is one of the challenges that business operators faced at the growth stage when competition is high. Well-trained managers would normally lower the selling price to attract more customers who in turn, increase sales leading to high profit yields. Effective and efficient businesses patrons take advantage of competition to lower the prices of goods they sell at the growth phase because they can effectively facilitate fast growth or fall back to an initial small-scale business.

Price reduction is also a vital business strategy in the maturity phase. Though businesses in the maturity phase must continue to strive for more profit, the deal is apparent that they have

arrived at maturity and can control competition challenges at this stage. Most business or industries operators lower their prices at the maturity phase because they believe they have gone past the level to fall to an irreversible level. It is good to lower reasonable prices at the maturity level, but the business operators must be conscious of sustainable profit to keep the company moving. This is because; profit-making is the sole driving force to many businesses.

Though price reduction should be handled with care, the reduction is necessary for large business settings. Most matured businesses are those that have grown to companies or large-scale production firms. These are those businesses that supply growing businesses or acts as vendors to young industries. If large firms maintain high prices on goods and services, young industries in communities with weak purchasing power will die. This is simply because they are bound to sell at high prices, but the population cannot afford it, and on the other side, they cannot reduce the price if they must succeed. When the large firms sell to young firms operating in communities with high purchasing power, there is no significant adverse effect to the young firm since failure to reduce prices would not stop customers from buying.

When faced with challenging business times, some businesses reduced the salaries of workers to stay on course. Respondents attested that companies' patrons reduced salaries of workers or allowances to help them stay in business. Most salary cut or reduction on the allowances was significant in the education and health business. Salary cuts or reduction in allowance might lead to demotivation of workers and affect output. Effective salary reduction would work best when the customer turns out to be less. Salary reduction could justify workers being less busy, but salary reduction might affect growth when the workload remains unchanged. Salaries of workers and allowances were reduced, but business growth remained on average. The adapted model backed by Weisbord's 1976 six box models focused helped assess the strategies designed.

The objective to assess the challenges faced by leadership in running their businesses with hypothesis that lack of available financial resources was the sole challenge, was disproved by the evidence-based result. The results indicated that companies' leadership faces challenges in running their businesses, and the high-interest rate on loans charged on their businesses surfaced to be the most predominant challenge. High-Interest in loans hinders the companies' patrons from taking loans, limiting their firms at a small scale. High interest on loans causes the business leaders to increase the price, which affects the customers. When prices of goods are high, business success is challenged. Respondents indicated difficulty in managing personnel. The management of personnel of an organization depends on the leadership knowledge of the business leaders. Leadership knowledge has to do with training either on the business patrons or the employees to shape character. Good leadership knowledge would equally influence the leadership style of the leaders.

As identified by the respondents, there are no collateral securities for them to take loans; the challenge would typically affect business success. The proper thing is that financial houses should demand collateral securities for loans, but such securities should be moderate for ordinary people in business. Considering that financial houses are also into business, lack of collateral securities and high-interest rates on loans will limit the number of businesspersons willing to take loans and hence, affect the business of the financial institutions. Weisbord's theoretical model of 1976 addresses this in his leadership model box.

Responding to; what are the Factors that Hinder Businesses Growth in the Northwest Region whose hypotheses was that government policies is a problem to organizational success, research participants affirmed that government policies are the most significant factors that negatively affect business growth sustainability in in Sub-Saharan Africa. Government policies

include taxes and administrative decisions. For businesses to succeed, taxes and tax laws should be moderate for an ordinary person to pay. The actions of the government on businesses should consider the ordinary person. Bad government decisions would prevent business growth, which was witnessed as equally attested by Salinas et al. (2019). Government policies are the reason for massive influx of European countries into Africa with the pretext of investment. Most governments see only the investment part of the Europeans firms established in Sub-Saharan Africa but failed to see the drastically draining of resources out of the continent. This is because of over dependency on foreign trade. Conventional wisdom also holds that African leaders are responsible for business failure in Sub-Saharan Africa. The choices made by the leaders determine the growth trend of business in the continent, both in (a) health; (b) academic; (c) agriculture; (d) general commerce, amongst other vital forms of businesses.

The second hindrance to business growth in the region is the lack of financial resources. Business operators need the required finances to run their businesses, and the lack of financial resources would prevent the firm's success. Financial preparation is necessary before beginning a business. When challenged, the following source might only be a financial house, but the implication is that the interest charge is high and further compounded with limited collateral securities even with the available financial house. Limited material resources hinder business growth in Sub-Saharan Africa. Businesses could not succeed if the goods to sell were absent. Lack of goods resulting from limited financial resources is a hindrance to the firm's success.

The high cost of goods offered to the vendors by the manufacturers/large-scale companies had hindered the growing businesses in the region. When vendors buy high, they will sell high. This calls upon the continent of Africa to step up the growing industries to total production capacity to avoid imported goods whose cost hinders business survival. The high cost of goods is further

compounded by the high price of goods/services offered by vendors to suppliers who supply to their customers at a high cost. Respondents reported that there is a lack of accountability and transparency, and this hinders business success. It would be difficult for a business to survive when accountability and transparency are lacking.

Customer care is neglected in most business facilities. Respondents indicated that customers are not receiving good care from company personnel. Stepping up customer care is an aspect of training that the organizations' leadership must consider. Lack of available human resources in relations to the workforce acknowledged by the study participants was another factor that hindered the organizational success. Lack of workforce possibly results from a lack of financial resources contributed by low sales resulting from limited material resources. Late adaptation to new technological innovation on business hinders the growth and survival of the company. Limited financial resources again caused by lack of satisfactory awareness on trade growth. Business executives could study more on new development in the field of technology. The adapted researcher's model with inspiration from Weisbord's organizational framework of 1976 has a firm grip on the findings.

### **Recommendations for Application**

The motivation for this examination was to focus on measures of improving industry growth in Sub-Saharan Africa: the case of the Northwest Region of Cameroon focus was to investigate the risk factors and co-occurring issues affecting business growth in the region. The general business problem that the investigator dwelt on was that failure to adapt to ever-changing societal expectations and integration of technological innovations at a precise moment will lead to business demise. The specific business problem was that ineffective leadership knowledge on business growth factors could lead to declining quality care and customer retention and limit

sustainable growth. This research was to come out with practical recommendations for business leaders to use in their businesses (a) organizations; (b) enterprises; (c) firms; (d) companies, carrying out business activities not only in the Northwest Region of Cameroon but in Sub-Saharan Africa in general.

The researcher dwelt on the single case study, which targeted a experimental size of 213 commerce venders besides leaders working in the Northwest Region of Cameroon. The researcher used a quantitative research approach for the study due to the availability of the independent variables that needed only confirmation on its ability to improve the dependent variables (a) business growth; leadership challenges; (b) strategies; (c) causes of business demise. The researcher adopted a snapshot investigation (collect the data once) to capture the data for the quantitative analysis using a questionnaire developed with closed-ended interrogations and a few open-ended questions. A snapshot was faster because than a longitudinal investigation. The research objective was for results of the findings might lead to an increase in the knowledge of decision-makers on business and the integration of technological innovations. The increased knowledge will further facilitate (a) sustainable business growth; (b) excellent customer relationships; (c) increase employment opportunities not only in the Northwest Region of Cameroon but in Sub-Sahara Africa. The (a) integration of technological innovations; (b) sustainable businesses; (c) employment opportunities may improve the living conditions of business operators and their employees in the entire Sub-Sahara Africa (Tambi, 2015).

Based on the (a) purpose of this research; (b) objectives; (c) the research questions adopted for the research, the results of the findings established and presented; are substantial. The researcher has discussed the recommendations for an application that will boost business success globally and improve businesses in Sub-Saharan Africa. The recommendations presented emerges



from the external and the internal factors that promote or hinder business success both derived from the four objectives dwelt within the study (a) factors influencing business growth; (b) strategies adopted to make businesses successful; (c) challenges faced by business operators; (d) causes of business failure (factors hindering business growth).

The most significant factor that must be addressed for businesses to thrive in Sub-Saharan Africa is that:

- ❖ The governments in Sub-Saharan Africa should adopt policies that influence business growth. The policies that governments of Sub-Saharan Africa nations should focus on include (a) the elimination or reduction of high taxes levied on business (b) create an enabling environment for business operation through the elimination of barrier measures like the bureaucracy in government offices, and elimination of complicated business registration procedures; (c) political decisions should be taken with consideration of the business population in the continent to avoid many from running out of business due to hard decision that affects business; (d) restriction on imports/exports by governments should be placed with critical consideration to minimize inflation (e) the handling of crisis should consider primordial an enabling environment for business operation and limit war outbreak. The results corroborate with the findings of Berlin (2020); Masoud (2020); Sitharam and Hoque (2016); Zeqiraj and Nimani (2015), who in their findings highlight government policies as barriers that need attention to enable smooth business operations. The findings on this present research go beyond that of the mentioned authors as none of the above authors highlighted crisis and political decisions as hindrances that militate against business growth.

- ❖ Sub-Saharan Africa nations should be able to come together and institute a solid regulatory policy on business deals with the western world to guard against the high cost of imported goods from the west, which the west has to consider Africa as a harvest grown. They export raw materials from Africa, manufacture goods, and sell them back to Africa at exorbitant prices. By implication, the role of CEMAC, ECOWAS, AFRICAN UNION should pay more attention to business operations visa-vise the exploitation of Africa's resources by the west, while in return the cost of products from the west are still not very affordable. Therefore, even as much as different countries in Sub-Saharan Africa have the latitude to rectify trade agreements with the west, the activities of these umbrella organizations should reconsider what business success would mean to an Africa (a) business operator; (b) firm; (c) organization; (d) organization.
- ❖ In the light of the above, governments in Sub-Saharan Africa should support the growing industries to scale up production to reduce imported goods from the west, which cost the ordinary consumer much to afford. This could be by giving financial aids to growing industries to scale up their production or by direct creation and running of more manufacturing industries by the governments that would scale goods production in the continent. The cost of low production level of goods is a call for concern for Sub-Saharan countries to note. Sub-Saharan Africa still depends on quality toothpaste from western countries in the twenty-first century. Most Sub-Saharan African Countries still import well-processed wood products overseas, although the same wood is exported from Sub-Saharan Africa. Our precious petrol is still being refined from abroad among many other products. Scaling up home industries will reduce the high cost of imported products and

eliminate the taxes on imports, thereby reducing the price of goods offered by the vendor to their customers.

The recommended internal factors indicated that:

- ❖ Business operators should raise sufficient startup capital before starting up a business. The notion of limited financial resources springs from most entrepreneurs diving into business without startup capital or adequate preparation.
- ❖ In the light of financial resources, a firm's leaders should not expand beyond financial capability. The determination of business expansion should be a function of the available financial resources.
- ❖ The leadership of companies should continue to uphold planning as an essential part of business success. The results are in line with the discoveries made by Gumel (2019); Hossain et al. (2016); Kozlowski (2019); Paul and Rani (2015) on similar investigations.

To increase sales in (a) industries; (b) firms; (c) organizations or business settings, the leaders should:

- ❖ Consider the provision of material resources paramount as it would be different to maximize sales, output without the necessary goods that would generate income. Materials resources should center on the customer's need in businesses must be relevant for business success in the region. The increased sales would address the challenge of out of stock (OS) syndrome noted as customers cannot find the needed goods in most business settings.
- ❖ Refocus on customer care. Business growth might be difficult if its personnel does not value their customers and treat them well. Conventional wisdom holds that the customer is the king and the employer of every business. Without the customer, the vendors' goods would have no buyers. When one customer is treated well, he/she will bring many others

but treat one poorly, and he/she will go with many others. Better treatment of the customers will only occur when the firms embark on training.

- ❖ The companies' leadership should consider formal and informal training of their personnel with the skill to operate. In-service training would assist in transferring skills noted to be one of the factors promoting business growth in the region. In this light, organizations' leadership should consider continuous education for complex personnel building to handle. Training is highly recommended for health and educational personnel to cope with the changing trends in this profession. These results align with Asfaw (2017); Nyamulinda and Gaju (2017) on improving the educational level of the entrepreneurs; however, the latter went further to address customer care which was not addressed by the former.
- ❖ Management decisions should reflect business purposes to stay on course. For management decisions to reflect the organizational purpose, the leadership of organizations should uphold planning as an integral part of management. Management makes effective decisions for business success through well-planned activities. In planning, management decisions should consider risk and its mitigation if it occurs. Planning should consider the profit that the business wants to achieve. Organizations must note that the higher the prices of goods, the slower the turnover, while the lower the prices of goods, the faster the turnover. Fast turnover would usually increase sales and better yields for the good of the company. The level of sales or growth made by a company also depends on business sensitization. The high recommendation is for business personnel to make their products known to their customers through the available forums (a) face-to-face contacts; (b) media house; (c) internet, among other ways.

- ❖ Most business personnel are not accountable. Lack of accountability in business is the most reason for corruption and embezzlement in most businesses, organizations, firms, companies, and establishments in Sub-Sub-Saharan Africa. For businesses to thrive and grow to maturity and maintain their growth path, business personnel, both the workers and leaders, should be accountable and transparent in their operations.
- ❖ As a matter of urgency, the firm's leaders and employees should adapt to new technological innovations in business. The advent of new communication gadgets and software packages needs fast adaptation by the business personnel in Sub-Saharan Africa. Management failure to quickly adapt to new technological innovations in an organization has retarded business growth in Sub-Saharan Africa while some parts of the world are fast becoming an android generation.
- ❖ To reduce/assist customers in meeting up with transport availability to a business setting, business operators should consider locating businesses closure to the population. The most business concentrates in cities living the locals to suffer and spend more to access business setting. The type of business chosen for a particular location should take into the needs of the locals.
- ❖ Organizational employees should be adequately motivated to work. Motivation includes but is not limited to salary advancement. There are some benefits like (a) free medical care to employees; (b) housing allowance; (c) risk allowance; (d) communication allowances; (e) physical gestures like smiles and sincere appreciations that could boast personnel performance in addition or more than salary advance.
- ❖ Business specialization is encouraged as a way of promoting the company's growth. Many people are into business, but very few have specialized in offering at the optimum. The

specialized business focus would lead to business growth and ease the huddles of struggling to cope with many business activities in one business. Business specialization leads to success.

- ❖ Financial houses should reduce interest charges in loans. The reduction in the interest rate charged on loans would enable business operators to go for more loans, increase the financial houses' income, and improve upon the different businesses. In this light, collateral securities to obtain loans for business improvement should be flexible depending on the nature of the loan to enable business owners to take loans. Still, they must be legally binding to enable recovery. The reduction in interest charged on loans, to an extent, would improve upon access to external finances.
- ❖ For firms or organizations and industries to better manage their businesses, the leaders' leadership style must be relevant in meeting growth aspirations. The recommendation is that business leaderships should consider a transformation leadership style for their businesses if they genuinely desire growth. Observations indicate that (a) facilitative; (b) participatory/team leadership; (c) strategic/visionary leadership styles are also suitable for organizations while transformation stands out to be the best. However, (a) transformation; (b) facilitative; (c) visionary/strategic; (d) participatory team leadership would work well for the organizations and, most significantly, for health and educational businesses. The findings corroborate with the results of the investigations made by Arif (2018); Brunelle and L'Ecuyer (2018); Chen et al. (2017); Dhammika (2016); Fatima et al. (2017); Fung (2018); Haar et al. (2017); Kaimal (2017); Khalil et al. (2016); Lythreitis et al. (2019); Sinani (2016) Zach (2018).

Arif (2018) opined that (a) transformational direction builds reliable robust association with the lead person and the supporters; (b) promotes innovation at the workplace; (c) motivates team members or followers to work hard and causes self-awareness in the direction of the significance and value of certain aims in the industry. Khalil et al. (2016) specified that transformational management (a) focuses on beginning amendment in an organization; (b) empowers followers to more significant tasks; (c) motivates and pushes the team to do more than they initially intended to perform. Zach's (2018) indicated that (a) leaders using transformational power require the involvement of the entire management team to meet objectives (b) leaders who practice transformational management pay attention to the big picture of the association and assign lesser jobs to the group to achieve the objectives. Chen et al. (2017) opined that facilitative leadership focuses attention on (a) improving the workforce; (b) improving the quality of the business, and (c) providing an excellent social relationship between the leaders and the employees. Amiri (2015) indicated that facilitative leadership causes the leader to be active and collaborative.

Dhammika (2016) indicated that the visionary supervision style could create or articulate transparent dreams; provide meaning and purpose to the work of an institution, while Kadir et al. (2020) say a visionary leader develops his/her vision share the dreams with subordinates. Brunelle and L'Ecuyer (2018) further indicated that (a) the leader should be able to recognize the proper steps to take when dealing with the staff; (b) the leader should bear the vision and communicate it to the team to follow, and (c) the leader should help other leaders of the organization to focus on the goal, purpose, and dream of the organization. Fung (2018) established that the team forerunner's part is to influence the employees to work collectively and that the group leader breaks large groups into smaller teams for easy supervision.

These pinnacles by the great scholars give meaningful support to the above recommendation from the present findings that for businesses to succeed (a) Facilitative; (b) participatory/team leadership; (c) strategic/visionary; (d) transformation, leadership styles should be upheld, noting that transformation stands out to be the best. Though the former results did not indicate that a particular leadership style could be applied, there was an indication of its significance. These results have gone further to specify where the leadership styles should be applied.

Transactional leadership style, though not a good leadership style, is best for construction and contract businesses. Democratic leadership style is an excellent one for a church organization, and to an extent, charismatic leadership is also suitable for a church setting as it spurs the congregation to act. Leaders of companies or organizations are discouraged from practicing (a) laissez-faire; (b) autocratic; (c) bureaucratic, leadership styles in business settings. These are the leadership styles proven to highly retard business success. Though transactional is terrible in most cases, the leadership fits well in contracts and construction businesses. The result of these judgments confirms the insinuations of Amini et al. (2018); Breevaart (2019); Callahan (2017); Diebig and Bormann (2020); Dolly and Nonyelum (2018); Ekmekci and Tosunoglu (2016); Hoogh et al. (2015); Iqbal (2015); Li et al. (2019); Lorber et al. (2015); Qaisi (2015); Suryani and Purwanto (2019); Yang (2015).

Qaisi (2015) opined that (a) bureaucratic leadership style concentrates on procedure; (b) the leadership style hinders employees from giving in their best for the growth of the organization; (c) the leaders who practice bureaucratic governance contribute to business failure. Dolly and Nonyelum (2018) indicated that tyrannical leadership might work for school institutions but be worse for other businesses. Amini et al. (2018) added that an authoritarian regime does not promote



productivity since the leadership style does not allow the workers to perform their work freely. Hoogh et al. (2015) summoned that (a) autocratic leadership style does not promote social cohesion in an organization; (b) the leadership style demotivates hard-working employees; (c) the leadership style causes the workers of the company to be afraid of their leaders instead of respecting them.

On the other hand, Breevaart (2019) indicated that Laissez-faire governance gives power to the employees, and the leader does not care about what is happening. Iqbal (2015) added that the Laissez-faire leadership style (a) promotes crime wave in the organization since many workers commit crimes and go unpunished; (b) does not promote group dynamics. These supportive pieces of evidence give reasons for industry leaders not to practice (a) laissez-faire; (b) autocratic; (c) bureaucratic leadership styles.

Whatever business leadership style chosen from the recommended ones; the success depends on the practical application of the leadership qualities. The researcher recommends that the leadership of companies should be (a) inspirational (inspire); (b) motivational (motivate); (c) directional (direct); (d) charismatic (charisma) (e) leading the followers towards goal achievement in their firms. The results further affirm the findings of Arif (2018); Khalil et al. (2016); Zach (2018) on the qualities of good leadership but goes further to transformational charismatic.

### **Recommendations for Future Research**

The problem that necessitated this investigation was that business closures are rampant in Sub-Saharan Africa, especially in the Northwest Region of Cameroon. Despite the numerous recommendations for practical application, there are still areas that needs further investigations which are gaps. The present research, however, has not provided solutions to every business problem but for (a) business failure; (b) business challenges faced by firm's leaders; (c) causes of

business failure, as well as identifying most of the general factors influencing business growth.

The present study allows future researchers to harness the following areas:

- ❖ The factors of improving business growth in Sub-Saharan Africa paid much attention to the Northwest Region of Cameroon as this was the case study site chosen. The results of the findings are only generalized to entire Sub-Saharan Africa. Future researchers could investigate factors of improving business growth in other Sub-Saharan countries. An investigation on the same topic with the same purpose and objectives would bring significant supporting evidence to the results obtained.
- ❖ The study took place at the time the Northwest Region of Cameroon in Sub-Saharan Africa is suffering political crisis unlike some Sub-Saharan Africa countries, which include (a) Chad; (b) the central Africa Republic; (c) Nigeria; (d) Gabon; (e) Congo amongst others. A similar study when Sub-Saharan Africa is politically stable would confirm and complement the results indicated. Future researchers should carry out a similar study at a more peaceful period in Sub-Saharan Africa.
- ❖ The present findings were obtained through a snapshot investigation because the data was collected once and analyzed. The researcher recommends a longitudinal investigation for future researchers, enabling them to collect data more than one time. The longitudinal investigation would improve the validity of the study. Longitudinal investigation might also improve upon the reliability of this present research.
- ❖ The researcher has observed several factors that are a hindrance to business growth in Sub-Saharan Africa. The factors were not assessed further in qualitative research since the present research focused on a quantitative approach. A qualitative study using the same

factors would provide more evidence for improving business growth in Sub-Saharan Africa.

- ❖ The researcher recommends future researchers use and test the effectiveness of the conceptual framework entitled; Kenneth Nyuonguo Nsom Conceptual Framework proposed by the researcher. This framework needs to be used to ascertain its reliability and validity. Though proven reliable in the present study, additional assessment is vital for excellent results by future researchers. This model adopted by the researcher has proven ideal for the present study but may have its flaws. Therefore, using the model in future studies would be good as the findings might indicate areas for improvement. Future researchers researching to improve organizations should adopt the business model proposed by the researcher to improve the firm's success.
- ❖ Measures of improving business growth in Sub-Saharan Africa targeted every form of business. The investigation did not capture all other petit businesses that contribute to business success in the region because of the difficulties in handling all the different businesses in one research. Research that focuses on (a) health business alone; (b) educational business alone; (c) building construction alone; (d) provision alone; (e) agriculture, differently might yield more fruitful results.
- ❖ The literature review on the different stages of business growth was contradictory as the different authors could not settle on the same number of stages of business growth and survival. The differences in business growth stages were a gap because the inconsistencies in settling on the same stages of business growth misdirect or mislead the business leader on the proper stages to follow, affecting the survival of businesses (Alqaralleh & Sapena,

2019). Though initially intended to investigate this gap, the present research failed to do so, giving rise to future investigators to embark.

- ❖ The present study assessed the following factors of business growth in Sub-Saharan Africa (a) economic wealth; (b) physical capitals; (c) human possessions; (d) planning; (e) leadership/leadership style; (f) government Policies; (g) services location; (h) nature/type of services; (i) customer Care; (j) attract investors; (k) transfer of skills; (k) risk management; (l) motivational tools; (m) purpose of the organization; (n) type of decisions; (o) accountability and transparency; (p) academic knowledge of the entrepreneurs and leaders. These factors may not be all the factors influencing business growth in Sub-Saharan Africa. A study with other additional factors inclusive would be necessary for future researchers.

Conclusively, conventional wisdom has proven that adding (a) passion; (b) hard work; (c) the business operator's belief in his/herself that he/she would succeed (self-determination) are complementary elements of business success. Dependence mindset of some Africans and a significant number of African leaders on the whites to grow African businesses is a hindrance to trade growth and survival leading to business decline in Sub-Saharan Africa. Therefore, it would be wise if business (a) operators are passionate about their businesses or choose types of businesses that they have passion for; (b) are hardworking; (c) believe in their ability to survive or are self-determined to succeed. These additional values would yield more fruits and make businesses significantly successful if applied by business owners and leaders in business settings.

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## **APPENDIX A**

### **BUSINESS SUCCESS QUESTIONNAIRE**

Measures of Improving Business Growth in Sub-Saharan Africa: The Case of North-West

Region of Cameroon

Dear respondent,

As a Doctor of Business Administration Student of the UNICAF University of Zambia, my research is on the "Measures of Improving Business Growth in the North-West region of Cameroon." Through the recommendations that will be made, this study will determine the factors that will enable sustainable business growth in this region and Sub-Sahara Africa if implemented by business operators. As a participant in this study, your contribution is vital for sustainable business growth in this region. There is no obligation to participate; the objective response will enhance a progressive study outcome. The information gathered will be treated with strict confidentiality. Personal contact, such as name and phone number, is not required in this questionnaire. My contact is: Tel: +237 677 57 44 70

### Section One: Socio-demographic Data

1) Tick the right information in the box ☐ provided.

Gender	Male	Female
	<input type="checkbox"/>	<input type="checkbox"/>

What is your ☐  
age?

How many ☐  
years have you  
served in this  
Organization?

How many ☐  
years have this  
organization  
been in  
existence?

What is the	No formal Education	Primary	secondary	Post-secondary	Degree +
level of your	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational?					

What type of Business do you operate?

Building materials	Provision Store	Education	Health	Others
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section Two: Factors Influencing Sustainable Business Growth in General

2. Is your enterprise growing sustainably? Yes ☐ No ☐

3. To what extent does each of the following factors contribute to Sustainable Business Growth?

**Very low =1, Low = 2, Neutral = 3, High = 4, Very High = 5**

Factors	1	2	3	4	5
Able to adapt to new technological innovation on business					
Financial Resources Availability					
Material Resources availability					
Human Resources Availability					
Proper Planning management decisions					
Leadership knowledge on business					
Favorable Government Policies					
Location of Service					

Type of Business

Customer Care

Transport availability

Skills Transfer

Proper Risk Management

Motivational Tools to Employees

Purpose of the Organization

Accountability and Transparency

Educational Knowledge of the  
entrepreneur/managers/leaders

Cost of market Produce/ Services offered to  
business operators by their vendors

Affordable price of products/services to  
customers by business operators

4. Are there other factors that influence business growth in this region? Yes ☐ No ☐. If Yes,  
explain:

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**Section Three: Strategies Adopted or Designed by Business Owners and their Leaderships in the Northwest region that enable them to survive their businesses. Tick Yes or No**

- 5 Are there any Strategies designed that could keep your business successful? If yes, answer question 6 to 14. If No, jump to question 15. Yes No
- 6 Prices of goods were reduced to attract more customers Yes No
- 7 Price of Goods were Increased to keep the business continue Yes No
- 8 Salary of workers or allowances or both were reduced to keep business moving. Yes No
- 9 New uunique products or processes were introduced in the business? Yes No
- 10 9. Business sensitization methods in (media houses, community, or both) were deployed. Yes No
- 11 Additional Knowledge on business growth was sort by decision makers Yes No
- 12 Are the majority of the designed or adopted strategies helping your business to be successful? Yes No**
13. What type of business do you think that can do well in this region?

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14. Rate the level of success brought by the adopted designed strategies. Very low ☐ Low ☐  
 average ☐ high ☐ very high ☐

**Section Four: Leadership and Management Challenges. Tick Yes or No**

- |    |  |     |    |
|----|--|-----|----|
| 15 | Does the leadership face challenge in managing this business                           | Yes | No |
| 16 | The leadership does not have the ability to access financial credit                    | Yes | No |
| 17 | There are no available collateral securities to obtain loans for business improvement. | Yes | No |
| 18 | High interest rate charged on loans is a hindrance to my business                      | Yes | No |
| 19 | There is no access to external finances.   | Yes | No |
| 20 | Personnel are difficult to Manage  | Yes | No |

21. What is the main challenge faced by the leadership in running this business? Financial resources ☐ materials resources such as market goods ☐ human resources ☐ external factors such as any of the following: government regulations, climate, and war ☐

22. What other major challenge do you face different from the ones enumerated?

List: a. \_\_\_\_\_ b. \_\_\_\_\_

**Section Five: Causes of Business Closure in the Northwest Region of Cameroon**

23. Has the business sector in the Northwest region suffered business failure? Yes ☐ No ☐



24. Rate the extent to which the following factors on the table below are a hindrance to the growth of your business: **I strongly disagree =1, Disagree =2, Neutral =3, Agree =4, I strongly Agree =5**

<b>Factors</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Late adaptation to new technological innovation on business					
Lack of financial resources					
Limited material resources such as market goods					
Lack of available human resources in terms of manpower					
Poor decision-making during planning by Management					
Leadership lacks proper knowledge on business growth					
Government Policies are not favorable for sustainable business growth					
The location of the business is not accessible					
Wrong choice of business					
The customers feel that they are not receiving good care from company personnel					
Business personnel are unskilled					
Risk is not properly managed					
There are no motivational Tools for employees					

The business does not respect its purpose

There is lack of Transparency and Accountability

Costs of market products/ services offered to business operators by their vendors is high

Prices of products/services offered by business operators to their customers are not affordable to the customers

Thank you

## APPENDIX B

### OVERVIEW AND STAGES OF BUSINESS GROWTH

Author	Stages
Achtenhagen et al. (2016);  Alqaralleh & Sapena (2019);  Babandi (2019);  Brandon (2018);  Colichi et al. (2019);  Dekimpe and Deleersnyder (2017);  Maah (2018); Virginia (2020).	4 Stages:  a. Startup;  b. Growth;  c. Maturity;  d. Renewal, and decline phases.
Kouretasab and Tsoumasc (2016);  Paulo and Mota (2019);  Ronglu and Wei (2020).	5 stages:  a. Development stage (Inception/conception, and start-up stage);  b. Survival stage  c. Growth stage;  d. Expansion stage; and  e. Maturity stage.
Lee et al. (2016);	3 Stages:  a. Short term burst of rapid growth;  b. Periods of low or no growth; and

	c. The decline phase as the three stages of business growth.
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## APPENDIX C

### FACTORS OF BUSINESS GROWTH

Author	Factors
<b>General Factors</b>	
Aleksandra of (2015); Babandi (2019)	(a) financing; (b) working capital; (c) production technology policies; (d) risk; and (e) market strategies, to be factors favoring business success. (f) Financial; (g) human resources; (h) social resources; and (i) technical and managerial abilities.
(Norris-Jones, 2017).	(a) culture; (b) history; (c) goals of the business; (d) aims; (e) objectives, amongst other factors since change is essential for business growth
Janeska-Iliev & Debarliev (2015),	(a) Financial; (b) education; and (c) social factors play a lot in the success story of an enterprise.
Turner and Endres (2017)	(a) business operator's set-up and appropriate planning of industry; (b) business plan; (c) actual identification

	of commercial trials; (d) and attaining commercial distinction,
	<b>Internal Factors</b>
Sitharam & Hoque (2016)	(a) fraud, and (b) cooperation
Eze et al. (2015); Tavakolnia and Makrani (2016); Vlachou and Iakovidou (2015)	cost, competition, reduction in demand, poor communication, growing customer base and need, government incentives, improved transportation, and available communication systems
Amit and Schoemaker (2016); Alfredo De Massis et al. (2017); Schoemaker (2016);	<ul style="list-style-type: none"> <li>• Material Resources</li> </ul>
Gumel (2019); Hossain et al. (2016); Kozlowski (2019); Paul and Rani (2015)	<ul style="list-style-type: none"> <li>• Financial Resources:</li> </ul>
Alfes et al. (2019); Cherif (2020); Oppong (2017); Ramlall and Melton (2019)	<ul style="list-style-type: none"> <li>• Human resources</li> </ul>
Ahmadya et al. (2016); Bokrantz et al., (2019); Obel (2018)	<ul style="list-style-type: none"> <li>• Structure of the business</li> </ul>
Cheung, (2016); Wei, et al. (2019)	<ul style="list-style-type: none"> <li>• Educational characteristics</li> </ul>
<b>External Factors</b>	
Agyapong et al. (2017); Graafland and Boveberng (2019); Holmlunda et al.,	<ul style="list-style-type: none"> <li>• competition;</li> <li>• government policies; and</li> </ul>

<p>2020); Kabange (2019); Makarova &amp; Berlin (2020); Masoud (2020); Sitharam and Hoque (2016); Zeqiraj and Nimani (2015)</p>	<ul style="list-style-type: none"> <li>• technological changes;</li> <li>• competition;</li> <li>• government policies;</li> <li>• poor energy supply, and</li> <li>• an explosion of new technologies;</li> <li>• access to finance;</li> <li>• competitors</li> <li>• inflation; and (e) government policies,</li> </ul>
<p>Ashman et al., 2018); Ghemawat (2017); Haenlein, 2019); Licsandrua and Cui (2019); Vakkayil and Chatterjee (2016)</p>	<ul style="list-style-type: none"> <li>• Globalization</li> </ul>
<p>Mahadea &amp; Kabange (2019); Walker &amp; Lovat (2016), Wright (2015); Voorhees et al. (2019).</p>	<ul style="list-style-type: none"> <li>• A growing emphasis on ethical values</li> </ul>
<p>) Adms et al. (2016); Dodd (2018); Hamaria (2019); Wirtz et al. (2016)</p>	<ul style="list-style-type: none"> <li>• Changing societal expectations</li> </ul>

## APPENDIX D

### LIST OF AUTHORS WHO RESEARCHED ON THE CHALLENGES OF LEADERSHIP STYLES

Author	Challenges
Abtew (2017); Kebede and Abetwe (2017); Nehemiah (2017).	<ul style="list-style-type: none"> <li>• Bad policies from the establishments, and government;</li> <li>• Inadequate attention by management to the problems that workers faced;</li> <li>• Fictitious dealings of team members;</li> <li>• Outside forces;</li> <li>• Poor organogram with tribal tendencies;</li> <li>• Over-expansion of business;</li> <li>• over-concentration of powers</li> <li>•</li> </ul>
Akimana (2017); Berrone et al. (2016); Groddal and O'Mahony (2017); Tsie (2017).	<ul style="list-style-type: none"> <li>• Competition</li> </ul>
Asfaw (2017); Nyamulinda and Gaju (2017).	<ul style="list-style-type: none"> <li>• . Sociopolitical;</li> <li>• Managerial issues;</li> <li>• Outside forces;</li> <li>• Limited knowledge of the leaders;</li> </ul>

	<ul style="list-style-type: none"> <li>• How to manage sociopolitical conflicts</li> <li>• The level of education of the business operators</li> </ul>
Asongu and Odhiambo (2019).	<ul style="list-style-type: none"> <li>• Finances;</li> <li>• poor supply of power;</li> <li>• High government levies</li> </ul>
Campbell (2015).	<ul style="list-style-type: none"> <li>• Leaders as challenges;</li> <li>• Internal factors;</li> </ul>
Cheng (2015).	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• External factor.</li> </ul>
Kazinguvu (2017).	<ul style="list-style-type: none"> <li>• Risk;</li> <li>• Inadequate management of personnel;</li> <li>• Leadership errors;</li> <li>• Lack of trust;</li> <li>• Negligence by staff;</li> <li>• Lack of vision.</li> <li>•</li> </ul>
Tulenheimo (2015).	<ul style="list-style-type: none"> <li>• Internal company's crises</li> </ul>
<b>Author</b>	<b>Leadership style</b>
Amini et al. (2018); Dolly and Nonyelum (2018); Hoogh et al. (2015)	Autocratic leadership



Apoi and Latip (2019); Breevaart and Zacher (2019); Manzoor et al. (2019).	Transformational leadership
Arif (2018); Khalil et al. (2016); Zach (2018).	Transformational Leadership.
Bass (1990); Johnson (2017); Megheirkouni (2018).	<ul style="list-style-type: none"> <li>• Transactional Leadership.</li> </ul>
Breevaart (2019); Diebig and Bormann (2020); Ekmekci and Tosunoglu (2016); Iqbal (2015); Li et al. (2019); Lorber et al. (2015); Yang (2015).	<ul style="list-style-type: none"> <li>• Laissez-faire Leadership Style</li> </ul>
Bhatti (2019); Fung (2018); Haar et al. (2017).	<ul style="list-style-type: none"> <li>• Team Leadership</li> </ul>
Belrhiti et al. (2020); Igbaekemen & Odivwri (2015); Kalu and Okpokwasili (2018); Kilani (2016); Kilicoglu (2018) McCorquodale et al (2017).	<ul style="list-style-type: none"> <li>• Democratic leadership style</li> </ul>
Callahan (2017); Qaisi (2015); Suryani and Purwanto (2019).	<ul style="list-style-type: none"> <li>• Bureaucratic Leadership.</li> </ul>
Chen, et al. (2017); Kaimal (2017).	<ul style="list-style-type: none"> <li>• Facilitative leadership.</li> </ul>
Dhammika (2016)	<ul style="list-style-type: none"> <li>• Visionary or Strategic Leadership.</li> </ul>
Fatima et al. (2017); Lythreath et al. (2019); Sinani (2016)	<ul style="list-style-type: none"> <li>• Participatory Leadership</li> </ul>
Vesso & Ruth (2016)	<ul style="list-style-type: none"> <li>• Coaching Leadership.</li> </ul>

## APPENDIX E

### CAUSES OF BUSINESS FAILURE

Author	Factors
	<b>Internal Factors</b>
Afful et al. (2015); Bellavitis et al. (2016); Denkyirah et al. (2020); Horbunova et al. (2018); Mdoe and Kinyanjui (2018); Nataliya (2018); Pedchenko et al. (2020)	<ul style="list-style-type: none"> <li>• Inaccessibility of Credit Facility.</li> </ul>
Aleksandra and Stojan (2015); Artinger and Powell (2015); Eze et al. (2015); Hamann (2020); Singh (2016); Stouten et al. (2018) Walsh and Cunningham (2016)	<ul style="list-style-type: none"> <li>• Poor Management Strategy.</li> </ul>
Arshad (2016); Mori (2017); Martela (2019) Mori (2017); Strukan (2017)	<ul style="list-style-type: none"> <li>• Bureaucracy in Governance</li> </ul>
Bushe (2019); Justino (2016); Kabuye (2019); Kozlowski (2019); Mohamad et al. (2015) Paul and Rani (2015)	<ul style="list-style-type: none"> <li>• Limited Financial resources</li> </ul>
Cannon et al. (2018); Igberadja (2016); Lyimo et al. (2017); Matsumoto (2019); Pella et al. (2018); Vogtländer et al.,	<ul style="list-style-type: none"> <li>• Unavailability of Material Resources</li> </ul>

(2019); Tezera and Yadesa (2017); Weiss et al. (2017)	
Shapira (2017); Stone et al. (2018); Surji (2015) Tsie (2017)	<ul style="list-style-type: none"> <li>• Mismanagement</li> </ul>
<b>External Factors</b>	
Achtenhagen & Brundin, 2017); Esone and Tsambou (2017); Gavua et al. (2015); Ibrahim and Jebur (2019); Nguyen et al (2015); Okundaye et al., 2019).	<ul style="list-style-type: none"> <li>• The effects of Information and Communication Technology on businesses in Cameroon.</li> </ul>
Divanbeigi (2015); Graafland and Bovenberg (2020); Joo and Suh (2020);Kitching et al. (2015); Salinas et al. (2019)	<ul style="list-style-type: none"> <li>• Government Regulation on Businesses</li> </ul>
Felix et al. (2017); Gray (2015); Hitt et al. (2015); Koop and Lodge (2015); Kouretasab and Tsoumasc (2016); Mohammed (2019); Verbeke et al. (2018)	<ul style="list-style-type: none"> <li>• Global Effects</li> </ul>
Louis-Marie (2020) Mahadea and Kabange (2019) Ngangum (2020)	<ul style="list-style-type: none"> <li>• Cameroon Legislation on Business</li> </ul>

Fouda and Pelagie (2015); Peria and Schmukler (2017); Schmukler (2017); Wujung (2019)	<ul style="list-style-type: none"> <li>• The Economic Activities of the</li> </ul>
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## APPENDIX F

### SUSTAINABLE BUSINESS STRATEGIES AND MAINTENANCE OF SUSTAINABILITY

Authors	Factors
AbdRania et al. (2015); Bahreini et al. (2018); Rani et al. (2015); Shohet and Lavy (2017); Speziale (2015); WHO & UNICEF (2018). Rani et al. (2015)	Business Maintenance and Sustainable Strategies: <ul style="list-style-type: none"> <li>• Health Business</li> </ul>
Adjei1 et al. (2018); Budayan, C. & Dikmen, I. (2015); Mensah (2019); Nasira et al. (2016); Ramlee et al. (2016); Zakaria et al. (2017)	<ul style="list-style-type: none"> <li>• Construction Contracts</li> </ul>
Akareem and Hossain (2016); Ángel López-Navarro and Segarra, (2015); Branden (2015); Chacko (2017); Dima and Meghisan-toma (2016); Filho and Pace (2016); Gan et al. (2019); Geitz et al. (2019); Gokool-Ramdoo and Rumjaun (2017); Laurie et al. (2016); Mogren et al. (2018); Pauw et al. (2015);	<ul style="list-style-type: none"> <li>• Educational Business</li> </ul>

Perrin et al. (2015); Shawe et al. (2019); Spadaro et al. (2017); Vesso and Ruth (2016).	
Badawi (2016); Chao-Chien (2020); Douxchamps et al. (2015); Hao and Yazdanifard (2018); Elias and March (2020); Jackson (2016); Siebrecht (2020); Uziak and Lorencowicz (2017); Ulvenblad et al. (2018); Velten (2015); Waha et al. (2018); Yankson and Owusu (2016)	<ul style="list-style-type: none"> <li>• Agriculture.</li> <li>Business</li> </ul>
Bergquist (2017); Garcia and Mojica (2015); Elnaga and Shammari (2016); Engert and Baumgartner (2015); Fuertes et al. (2019); Kopnina (2017); Niu, Y. (2016); Oertwig et al. (2017); Turner and Endres (2017); Rastislav and Silvia (2015);	<ul style="list-style-type: none"> <li>• General</li> <li>Commerce</li> </ul>
Casey and Sieber (2016); Chen, L. (2015); Hourneaux et al. (2018); Medel-González et al. (2016); Nicolăescu and Alpopi (2015); Nigri and Baldo (2018)	<ul style="list-style-type: none"> <li>• Measuring</li> <li>Business</li> <li>Sustainability</li> </ul>

## APPENDIX G

### REQUEST FOR PERMISSION TO USE WEISBORD ORGANIZATIONAL MODEL OF 1976

#### Appendix G: Request for Permission to Use Weisbord Organizational Model of 1976

##### Request for Permission to Use Weisbord Organizational Model of 1976

Nyuonguo Kenneth <nyuonguoken@yahoo.com>

To: rights.permissions@sagepub.com

Bcc: Nyuonguo Kenneth

Sat, May 30 at 4:21 PM

To: Craig Myles

Dear Sir/ Madam,

Thank you for your willingness to assist me to use the Weisbord organizational model of 1976.

I saw the model in many articles but here i will cite only two:

1. The first article was on;

a. The Analysis of Organizational Diagnosis on Based Six Box Model in Universities.

b. The Journal is: Higher Education Studies Vol. 1, No. 1; June 2011

Author's name: Rahimi Hamid (Corresponding author)

Educational Administration, School of Educational Sciences and Psychology

University of Isfahan, Iran

E-mail: hamid\_rahimi\_1982@yahoo.com

Dr. Siadat, Sayyed Ali

Educational Administration, School of Educational Sciences and Psychology

University of Isfahan, Iran

E-mail: s.a.siadat@edus.ui.ac.ir

2. I will use the model to gather research material and the research will be published for academic purposes. If any other publication can be made within study framework in form of an article, it will be for academic purposes.

3. I do not intend to be distributing the model.

Thank you for your final decision.

Nyuonguo Kenneth N, Dip.BC, BBA, MBA, EMBA (Reforms)

Administrator, TSD, Cameroon Baptist Convention Health Services

Tel: +237 677574470

PO, Box 1, Bamenda - Cameroon

Knowledge, Wisdom, application ~ (Hard work) lead to Success

## APPENDIX H

### PERMISSION GRANTED TO USE WEISBORD ORGANIZATIONAL MODEL OF 1976

#### Authorization Granted to Use Weisbord Organizational Model of 1976

Craig Myles <permissions@sagepub.com>  
To: nyuonguoken@yahoo.com  
Mon, Jun 1 at 7:44 PM

Reply above this line.

Craig Myles commented:

Dear Nyuonguo Kenneth,

Thank you for your reply. It appears the content first published in "Organizational Diagnosis: Six Places To Look for Trouble with or Without a Theory" in the SAGE journal, *'Group & Organization Management'* (<https://journals.sagepub.com/doi/abs/10.1177/105960117600100405>) as 'Figure 1'.

As you are seeking to re-use the model only for gathering research material and you will not be distributing the model, I am happy to inform you that you can consider this email as permission to use the model in your upcoming research at no charge. Please note that this permission does not cover any 3rd party material that may be found within the work.

If you will be republishing the model itself at any point (such as within a thesis/dissertation, an article, or other publication), please re-contact us for additional permission at that time.

If you have any questions, or if we may be of any further assistance, please let us know.

Best wishes,

Craig Myles

*Senior Rights Coordinator*

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Craig Myles resolved this as Done.

## APPENDIX I

### UREC'S DECISION ON RESEARCH PROPOSAL



#### UREC's Decision

**Student's Name:** Nyuonguo Kenneth Nsom

**Student's ID #:** R1802D4424021

**Supervisor's Name:** Jet Mboga

**Program of Study:** UUZ: DBA Doctoral of Business Administration

**Offer ID /Group ID:** O13707G13250

**Dissertation Stage:** 1

**Research Project Title:** Factors Impending Business Growth in Sub-Saharan Africa: The Case of Cameroon's North West Region

**Comments:**

**Decision:** A. Approved without revision or comments

**Date:** 10-Mar-2020



## APPENDIX J.

### AUTHORIZATION FROM CBC HEALTH SERVICES TO CARRYOUT RESEARCH IN HER INSTITUTIONS IN THE NORTHWEST REGION



**CAMEROON BAPTIST CONVENTION  
HEALTH SERVICES**  
Director of Health Services  
P.O. BOX 1 Bamenda, North West Region  
Republic of Cameroon  
TEL: (+237) 67776 4781  
Email: [plustih@cbchealthservices.org](mailto:plustih@cbchealthservices.org)  
Website: [www.cbchealthservices.org](http://www.cbchealthservices.org)

Ref. CBC/DHS-L/19/0666  
February 2, 2019

Nyoungou Kenneth Nsom  
Supervisor of Procurement Department  
DHS' Office Bamenda

Dear Kenneth,

I have received your letter dated August 15, 2018 in which you are applying for an authorization to carryout Research within the CBC Health Services on the topic "Assessing the Drivers that Influence Organizational Growth and the Challenges Leadership faces in Large Organizations for Continuous Sustainability". I wish to inform you that your request has been granted.

Note that this research shall be at no cost to the CBC Health Services and should not interrupt work in any way.

Sincerely,

Prof. Tih Pius Muffih, MPH, PhD  
Director of Health Services

Cc: The Chief of Administration and Finance, CBCHS

## APPENDIX K

### RESEARCH ACCESS PERMISSION (GATEKEEPER LETTER)

REPUBLIQUE DU CAMEROUN  
 Paix-Travail-Patrie  
 \*\*\*\*\*  
 REGION DU NORD OUEST  
 \*\*\*\*\*  
 DEPARTEMENT DE LA MEZAM  
 \*\*\*\*\*  
 DELEGATION DU COMMERCE  
 \*\*\*\*\*

REPUBLIC OF CAMEROON  
 Peace-Work-Fatherland  
 \*\*\*\*\*  
 NORTH WEST REGION  
 \*\*\*\*\*  
 MEZAM DIVISION  
 \*\*\*\*\*  
 DELEGATION OF TRADE  
 \*\*\*\*\*

Ref No. 0023 / NWR /MD/ DD. MINCOMMERCE/BCRF

Bamenda, the 21 DEC 2020

**SUBJECT: RE-RESEARCH ACCESS PERMISSION**

**TO WHOM IT MAY CONCERN**

With reference to your letter dated November 6, 2020, requesting for access to carryout research relating to business growth in Sub-Saharan Africa with focus on businesses in the Cameroon's North West Region (Mezam Division),

I have the honor to grant your application with the understanding that you will respect the regulations enforce.

Wishing you success in your research work.



*Toyi Seorah Fri*  
 PROFESSIONAL AGENT OR  
 DEGREE IN COMMERCE (PCEC)

c.c.

- Senior Divisional Officer Mezam
- Regional Delegate of Trade N.W.
- file

## APPENDIX L.

### REQUEST TO UNICAF DOCTORAL TEAM TO REPLACE TWO WORDS IN THE RESEARCH TOPIC

10/23/21, 10:14 AM

Unicaf Mail - REPLACEMENT OF SOME TWO WORDS WITH SYNONYMS



Jet Mboga &lt;j.mboga@unicaf.org&gt;

#### REPLACEMENT OF SOME TWO WORDS WITH SYNONYMS

4 messages

Nyuonguo Kenneth &lt;nyuonguoken@yahoo.com&gt;

Mon, Mar 22, 2021 at 6:37 AM

To: Elena Papadopoulou &lt;e.papadopoulou@unicaf.org&gt;, UNICAF Doctoral Studies &lt;doctoral.studies-aa@unicaf.org&gt;

Cc: Jet Mboga &lt;j.mboga@unicaf.org&gt;

Dear Dr. Elena,

Accept warm greetings.

I am NYUONGUO KENNETH NSOM (Doctoral Student) and wish to inquire if at this stage i can replace some two words on my research topic with synonyms. I am already working on **section Four** which is the **last section (chapter 4 and 5)** waiting for the **VLE** section to be opened fully.

My research Topic is: *"Factors Impeding Business Growth in Sub-Saharan Africa: The Case of Cameroon Northwest Region"*.

I want to replace the words; **"Factors Impeding"** with **"Measures of Improving"**.

The Topic will read thus: **"Measures of Improving Business Growth in Sub-Saharan Africa: The Case of Cameroon's Northwest Region"**.

Apart from the topic, everything remain the same.

With your approval, i will effect the changes on the topic.

Thank you for you kind and urgent response.

Nyuonguo Kenneth N. Dip.BC, BBA, MBA, EMBA (Reforms)  
Administrator, TSD, Cameroon Baptist Convention Health Services  
Tel: +237 677574470  
PO. Box 1, Bamenda - Cameroon

Knowledge, Wisdom, application =(Hard work) lead to Success

UNICAF Doctoral Studies &lt;doctoral.studies-aa@unicaf.org&gt;

Wed, Mar 31, 2021 at 8:01 AM

To: Nyuonguo Kenneth &lt;nyuonguoken@yahoo.com&gt;

Cc: Elena Papadopoulou &lt;e.papadopoulou@unicaf.org&gt;, Jet Mboga &lt;j.mboga@unicaf.org&gt;

Dear Nyuonguo,

Thank you very much for letting us know. Please yes proceed as this does not affect the content of the study but rather only the title.

Kind regards,

Dr Elena Papadopoulou PhD, MA, BA

School of Doctoral Studies Coordinator &amp; Programme Leader

<https://mail.google.com/mail/u/0/?ik=bf099cf3b&view=pt&search=all&permthid=thread-f%3A1694928183643367674&siml=mag-f%3A1694928183643367674&siml=mag-f%3A169574871348994920...> 1/3

## APPENDIX M

### APPROVAL GRANTED TO THE STUDENT BY UNICAF TO REPLACE TWO WORDS IN THE RESEARCH TOPIC

UNICAF Doctoral Studies <doctoral.studies-aa@unicaf.org>  
To: Nyuonguo Kenneth  
Cc: Elena Papadopoulou, Jet Mboga  
Wed, Mar 31 at 12:59 PM  
Dear Nyuonguo,

Thank you very much for letting us know. Please yes proceed as this does not affect the content of the study but rather only the title.

Kind regards,

Dr Elena Papadopoulou PhD, MA, BA  
School of Doctoral Studies Coordinator & Programme Leader

**UNICAF®**

Old International Airport, 7130 Larnaca, Cyprus,  
P.O. Box 42572, 6500 Larnaca, Cyprus

Phone: +357 24747500 | Fax: +357 24652213

Email: [doctoral.studies-aa@unicaf.org](mailto:doctoral.studies-aa@unicaf.org) | Website: [www.unicaf.org](http://www.unicaf.org)

#### INCREASING ACCESS TO QUALITY HIGHER EDUCATION

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail.

## APPENDIX N

### FIRST ADJUSTED UNICAF UNIVERSITY DECISION ON WORD COUNT

Dear Dr Mboga,

Thank you for your email.

Kindly note that the word limits for each chapter are indicative. Please make sure that the total count of your dissertation is not less than 80 000 words including all tables and a reference list.

Please do not hesitate to contact me if you have any questions or concerns,

Kind regards,

Dr Olga Novokhatskaya, PhD, MSc  
Program Leader  
School of Doctoral Studies

Dear Dr Mboga,

Thank you very much for your email. Kindly note that the word limits provided are indicative as per the ration of the content and the chapter. I would suggest that the student proceeds in the best way possible for his research while ensuring that he includes all sections.

I hope my answer is helpful. I remain at your disposal for any further information.

Kind regards,

Dr Elena Papadopoulou PhD, MA, BA  
School of Doctoral Studies Coordinator & Programme Leader

## APPENDIX O

### SECOND ADJUSTED UNICAF UNIVERSITY DECISION ON WORD COUNT

UNICAF Doctoral Studies

to UNICAF

4 hours ago

Details

Dear all,

We hope our email finds you well.

Following our previous email concerning the length of the thesis, we would like to remind you that at the end of the fourth dissertation stage each doctoral candidate is expected to complete an 80,000-100,000 words (+/- 10%) original piece of work in his/her chosen area of expertise.

The word count does not include the following:

- Table of Contents
- Appendices
- Abstract
- Cover
- References
- Tables of graphs, figures, and images
- Acknowledgments

Also, we would like to inform you that we have updated all chapter templates (see attached) with specific rather than indicative word limits. Please ensure that the length of the chapters is in line with the word limits provided.

It should be mentioned once again that the word limit ratio between and within chapters and sections may be changed according to the needs of the thesis, as long as the thesis is an original piece of work of 80,000-100,000 (+/- 10%) words.

The new templates will be uploaded on the VLE shortly to all new modules.

We wish you all the best in the journey ahead.

Kind regards,

School of Doctoral Studies

## APPENDIX Q

### THIRD AND FINAL ADJUST UNICAF UNIVERSITY DECISION ON WORD COUNT

UNICAF Doctoral Studies

to me, Elena, Olga

9 hours ago

Details

Dear Dr Mboga,

Thank you for your email. Kindly note that anything above 72,000 words would be correct.

Please do not hesitate to contact me if you have any questions.

Kind regards,

Dr Olga Novokhatskaya, PhD, MSc

Program Leader

School of Doctoral Studies

Old International Airport, 7130 Larnaca, Cyprus,

P.O.Box 42572, 6500 Larnaca, Cyprus

Phone: +357 24747500 | Fax: +357 24652213

Email: [doctoral.studies-aa@unicaf.org](mailto:doctoral.studies-aa@unicaf.org) | Website: [www.unicaf.org](http://www.unicaf.org)

