

**AN APPRAISAL OF THE EFFECTS OF THE MANAGERIAL SKILLS
OF BUSINESS EXECUTIVES ON THE PRODUCTIVITY OF MICRO-
ENTERPRISES IN CAMEROON**

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ABSTRACT

Micro-enterprises find it difficult to survive, which is why most of these organisations convert to Microfinance Institutions (MFIs). However, the characteristics of the micro-entrepreneur need to be added to the microfinance services if the organisation need to achieve performance. The aim of this research is to assess the influence of both microfinance and managerial skills on the performance of microenterprises in Cameroon. Data were collected using questionnaires from a sample of 453 microenterprises. Confirmatory factor analysis (CFA) and binary logistic regression enabled us to identify two results. Firstly, microfinance services positively influence microenterprise performance through microcredit, savings and financial education. Secondly, it is seen that the type of training has no influence on performance, but the experience of the manager has a negative influence on microenterprise performance. Furthermore, from the microfinance indicators, financial education explains more about microenterprise performance, while savings explains less. The level of training of the manager has a greater influence on performance, whereas the type of training has less effects on the performance in relation to the variables that explains the managerial capacities of the micro-entrepreneurs.

Keywords: Managerial skills, Micro-enterprises, Microfinance, Cameroon.

JEL Classifications: J24, L32, L53, P12, P42.

1. INTRODUCTION

Small enterprises (SEs) and very small enterprises (VSEs) are finding it extremely difficult to survive throughout the world. This is the case, for example, in the European Union, where the rate of cessation of activity for new businesses is 30% for those less than 3 years old and 50% for those less than 5 years old (Cling et al., 2005). Cameroon also faces the same problem of microbusiness survival (Ngok Evina, 2007; Takoudjou and Djoutsas, 2011; Chameni and Fomba 2015), with a business mortality rate estimated at almost 36% in 2014 (Second General Business Census RGE-2 of 2016 carried out by the National Institute of Statistics INS) (Evou, 2020). This risk is 31% for a Small Enterprise (SE) and 39% for a Very Small Enterprise (VSE).

Microfinance is, on the one hand, a set of financial services such as microcredit, savings, money transfers and insurance and, on the other hand, non-financial services such as financial education, financial support and others. These services are offered to individuals excluded from the traditional financial system because they are not eligible for banking services (Messomo, 2017; Haguma et al., 2019). On the other hand, microfinance is made up of a variety of microfinance institutions grouped into three categories. Associations or cooperatives, limited companies and finally NGOs (Messomo, 2017; Cobac 2007, 2008).

Since microenterprises need financing and very often do not meet banking requirements, they are obliged to turn to MFIs. The two MFI financial services considered in this research, microcredit and savings, give managers certain characteristics. They enable business leaders to prove their abilities, know-how and experience, to expand their activities, to control market costs, financial management, bookkeeping and their position, and to become increasingly competitive and successful. They also enable business leaders to enhance their skills through self-esteem.

The fact that microfinance can be at the root of microenterprise performance (Becho, 2017) shows that there is a causal relationship between microfinance and microenterprise performance. This relationship is of two kinds. Firstly, it is direct when the action of financial products has a direct impact on the performance of these small businesses (Ba, 2010; Takoudjou and Djoutsas, 2011; Becho, 2017). This is because microloans enable entrepreneurs either to acquire inputs for their production, or to buy machinery to improve the

quantity and quality of their production. This can lead to an increase in the microenterprise's turnover and income. This microcredit enables them to seize market opportunities, obtain supplies at lower cost, and monopolise the market by selling large quantities at lower cost, which is not possible for those without cash. Moreover, savings constitute the guarantee of a future loan as well as funds that the company will be able to use in the near future (Haguma et al., 2019). Secondly, this relationship is direct when non-financial products have a direct impact on the performance of microenterprises (Haguma et al., 2019; International Labour Organisation, ILO, 2015). This is because the knowledge acquired through the many training courses offered by MFIs, capacity building and support enable these entrepreneurs to improve their productivity and acquire the knowledge that will enable them to recognise profitable financial investments (Evou, 2020).

The lack of understanding of the high failure rate of these microenterprises despite the contribution of microfinancial products could explain the incompleteness of microfinance to the performance of microenterprises. Furthermore, the literature (Becho, 2017; Gubert and Roubaud, 2004; BA, 2010; and Takoudjou and Djoutsa, 2011) on microfinance shows that there is a link between microfinance services and microenterprises. However, it is important to know that for a business to survive it must meet certain conditions. Firstly, it must be growing, i.e. operating on a large scale, and secondly, it must have a volume of activities such that the break-even point can be reached (Teuguia, 2015).

This study presents, on the one hand, the contribution of microfinance to the performance of microenterprises and, on the other hand, the impact of managerial capacity indicators on the performance of microenterprises in Cameroon. With regard to the impact of microfinance on performance, two categories of authors can be distinguished in the microfinance literature. Some believe that microfinance has a special place in the lives of microentrepreneurs. For these authors, microfinance has a considerable impact on the performance of microenterprises. This is the case of authors such as Becho (2017), Gubert and Roubaud (2004), BA (2010) and Takoudjou and Djoutsa (2011). For the latter, the microcredit variant influences the financial performance of microenterprises. Other authors, on the other hand, find that the microcredit variant has no impact on the lives of beneficiaries. This is the case of Servet (2015), who finds that instead of microcredit

improving the financial situation of entrepreneurs, this situation deteriorates considerably and entrepreneurs become increasingly indebted, sometimes for life, to these MFIs. SY and Thiam (2014) confirm this view. For them, microcredits has a negative impact on the income of several categories of individuals. Bredelet and Ferguène (2016) corroborate their thinking and find that microcredit allocated to poor people with irregular incomes suffocates them. Still others find that microcredits are harmful to the population. Fouillet et al (2007) find that over-indebtedness through microcredits has led to some borrowers committing suicide. This phenomenon was observed in India and Bolivia in 2006. With regard to the impact of managerial skills on the performance of microenterprises, some researchers (Lekane Donfack and Sekadjie, 2021) have shown that for a business to perform well financially, it needs its manager to have certain qualities and skills.

The existing literature (Julien, P.-A., 2011) approaches performance in terms of its objective measurement and limits it solely to financial performance and/or often confuses it with growth. In addition, this literature does not present the impact or even the contribution of the manager benefiting from microfinancial products on the performance of his company. From this point of view, it is important to study the effects of microfinancial services and the managerial capacities of the manager on the performance of the microenterprise.

This paper aims to contribute to the resolution of questions relating to microfinance and the characteristics of the manager of a Cameroonian microenterprise. Section 2 presents a literature review of the explanatory factors of microfinance as well as those relating to the managerial capacities of the leader in the process of highlighting the performance of the said enterprise. Section 3 presents the recommended methodology. Section 4 presents the results and section 5 concludes.

2. LITERATURE REVIEW

2.1 Performance of microenterprises

This study aims to present the services that determine microfinance and to identify the factors that are linked to the managerial capacities of a microentrepreneur in Cameroon. In the literature, there is a panoply of services offered by MFIs (Messomo Ellé, 2017; Haguma et al., 2019; Nsengiyumva and Mayoukou, 2019). With regard to the factors of

microfinance, we have grouped them into two groups: financial services and non-financial services. The explanatory variables that determine managerial capacity are both endogenous and exogenous to the manager. This choice consolidates our vision of the fact that these factors are at the origin of the manager's decision-making, his organisational mode and/or the success or failure of his company.

In addition, the task assigned to microfinance is to participate in the development of the country through its role as a microfinancial intermediary that enables poor populations to become actors in the construction of the country by offering salaries to employees and contributing to national construction through their fiscal contribution. However, some studies (Sonkeng et al., 2018) highlight the dominance of microcredit over all other services, even though other services such as savings and support for microentrepreneurs offered by microfinance are just as important.

Professor Yunus, winner of the 2006 Nobel Peace Prize, and promoter of microcredit, believes that it is more important than all the other services offered by MFIs. Because, through this financing, the beneficiaries of these small loans can improve their production as well as their living conditions. But it's only when an entrepreneur has no knowledge of his business in the areas of accounting management or taxation that his business can find itself in difficulty. In addition, the financial education offered by MFIs to microentrepreneurs can also enable them to acquire resources, skills and qualifications in their sector of activity by improving their production (Haguma et al., 2019).

To ensure that their business runs smoothly, managers also need intellectual, managerial and financial skills, as well as knowledge of their sector of activity, if they are to be profitable. To achieve this, they need training, advice and support to ensure they are competent in what they do. The entrepreneur can therefore benefit from this service through the non-financial service of microfinance, which can provide it. Some authors believe that other microfinance services, such as support for these microentrepreneurs, can help them to select the best investment ideas, the best projects and even to be good managers (Haguma et al., 2019; Ngok Evina, 2008; Ngok Evina, 2010).

An entrepreneur can be effective if he achieves his objectives, but efficient if the means used are less costly and he obtains greater profitability. Moreover,

they will be effective if they combine effectiveness with efficiency in their economic activity. However, there are several scientific criteria for measuring performance. Gauzente (2000) identifies four objective criteria for measuring performance: economic profitability, financial profitability, sales growth and productivity.

Nkakleu and Sakola (2017) present entrepreneurial performance as multidimensional, as do St-Pierre and Cadieux (2011) who, in a study carried out in Canada, were able to show the multidimensionality of performance as being: personal and economic. In a similar vein, St-Pierre et al (2005) find that company performance is multidimensional, with financial and non-financial performance variants. For these authors, corporate performance "is a polysemous or multiform concept that can have several meanings depending on its author or the evaluator". Sogbossi (2010) shares the point of view on the multidimensionality of performance and points out that it can be subdivided into four types of performance: commercial performance, strategic performance, competitive performance and financial performance.

However, we note that the majority of authors tend to restrict the performance of microenterprises to financial performance, neglecting other forms of performance. This is the case of authors such as Becho (2017). Ngok Evina (2008), on the other hand, transcends the views of other authors and believes instead that performance is "a matter of perception", because for him performance can be defined on the basis of an individual's situation or according to his or her vision of performance. Thus, for a manager, performance will be profitability, for an employee it will be the prevailing social climate, and for a customer it will be the quality of the service provided.

The latter also believes that performance is evolutionary. St-Pierre et al (2005) believe that the indicators used to measure non-financial performance are causal effects that contribute to results such as customer satisfaction, product quality and innovation, through the actions of managers. In the medium to long term, this results in the company's financial performance. For these authors, the indicators used to measure non-financial performance lead a company to financial performance in the medium or long term. For these authors, non-financial performance measurement indicators lead a company to financial performance in the medium or long term. They specify that a company that incorporates non-financial performance indicators into its

policy in the short term will make losses, but in the medium or long term, these indicators will stimulate financial performance.

The performance measurement criteria that best correspond to our research are those identified by Gauzente (2000). These objective criteria for measuring performance are: economic profitability, financial profitability, sales growth and productivity. Etogo (2020), in addition to these indicators, also uses other indicators to explain the overall performance of the microenterprise. These are: customer base, number of employees, investment, capital and innovation. Gauzente's (2000) choice of performance indicators is explained as follows: Evou (2020) explains that when a company makes a profit without having obtained financing, or when the entrepreneur is self-financing, the margin generated by the company is called financial profitability. But when the business makes a profit despite having received financing or a loan from an MFI, this margin is called economic profitability.

Since our sample is made up of microcredit beneficiaries and non-beneficiaries, we will simply refer to the result or profit. The other performance indicators of Gauzente (2000) are normally retained. The performance indicators identified by Etogo (2020) are of interest to us for two reasons. Firstly, the author refers to evolution, which means taking time into account, and secondly, the customer base, which is an organisation's share of the market, which we have also considered in our research. The other indicators that do not correspond to our research have been eliminated.

2.2 Microfinancial services and organisational performance

Several authors have shown the influence of microfinance services, through its microcredit variant, on business performance. This is the case of Becho (2017), Takoudjou and Djoutsa (2011), Haguma et al, (2019). In Cameroon in particular, authors such as Takoudjou and Djoutsa (2011), Etogo (2020) present the influence of microcredit on MSE performance. This performance is seen as business growth, improved productivity and the organisation's results. Other authors (Kobou G. et al., 2009; Messomo, 2017; Sonkeng et al., 2018) highlight the social performance of MFIs. Their contribution concerns poverty reduction because MFIs grant credit to entrepreneurs, enabling them to offer work to the unemployed and improve the financial situation of microcredit beneficiaries. Furthermore, Messomo (2017) shows the impact that microcredit has on the MFI's results. For this author, when microcredit is

granted to a company, it will repay the loan with interest. It is all of its income that constitutes its financial performance.

Very few authors have been able to show the impact of savings on performance. Haguma et al (2019) have shown that savings have a certain influence on the performance of microenterprises at two levels. Firstly, the savings made by an entrepreneur constitute a reserve that he or she uses to plan future investments. In Cameroon, Ndjambou (2010) and Sonkeng et al. (2018) present savings as an investment that individuals make to solve problems in the future. Secondly, the savings made by an entrepreneur are a guarantee for him because the fact of having income from an MFI is a means of guarantee because the MFI will consider that he is an enterprising and responsible manager due to the fact that he has liquidity in his MFI which may lead him to obtain credit in the future. Furthermore, with his savings, the manager can, in the future, use these savings to finance his production through the purchase of production inputs or the purchase of production equipment.

The International Labour Organisation (ILO) (2015) finds that MFIs that offer health training to client businesses or provide entrepreneurship training could see their productivity and performance improve. Haguma, Balemba and Bitakuya (2019) also believe that other microfinance services, such as support for these microentrepreneurs, can help them to select the best investment ideas, the best projects, to be good managers and therefore to be good entrepreneurs. Ngok Evina (2008) and Ngok Evina (2010) also believe that it is not only finance that is important for a business. Consequently, the manager also needs to have intellectual, managerial and financial knowledge, as well as knowledge of the sector in which he or she operates, if the business is to be profitable. Hence the importance of MFIs helping entrepreneurs to improve their production activities. These developments lead us to formulate the following hypothesis:

H.1: Microfinance services have a positive influence on microenterprise performance;

Some authors have realised that microfinance services alone cannot drive business performance. It is therefore important for managers to possess certain qualities and skills in order to run their businesses better. This is

confirmed by Ngok Evina (2010), Ngok Evina (2007), Pinta (2020), Letsina and Omenguele (2021), Lekane and Sekadjie (2021), and Koumetio (2016).

2.3 The managerial skills of the executive and the performance of the organisation

Financing micro-businesses in Africa, and particularly in Cameroon, is important and necessary. However, it is essential that the managers of these structures have certain qualities to ensure the success of their businesses, otherwise there is a risk that they will not be successful or sustainable. A company's performance is also reflected in the entrepreneur's abilities. These are the skills that give entrepreneurs the ability to manage the business they are in charge of. These qualities enable them to make appropriate decisions when faced with a given situation (Lekane Donfack and Sekadjie, 2021; Letsina and Omenguele, 2021; Ngok Evina, 2010).

Furthermore, Fomba and Tsambou (2017) believe that managerial capacity is characterised by four dimensions: human resource management capacity, financial resource management capacity, environmental management capacity and procedural management capacity. These dimensions correspond to the indicators chosen for this study. Human resource management capability refers to the company's social climate, and the other three dimensions of these authors refer to our other indicators, which are the manager's level of training, type of training and experience.

Furthermore, human capital theory considers that increasing an individual's knowledge through training is a factor that contributes to increasing their capabilities as well as the management of their activities (Becker, 1975). This is what Tsambou and Ndokang (2014) express when they believe that performance is superior or maximum for companies run by managers with a high intellectual level. Other authors show that there are relationships between education, management and the success of economic activity or value creation (Davidsson, 2002). As a result, they consider that education and the various experiences of individuals are factors that favour managerial activity (Pinta, 2020; Ngok Evina, 2010; Ngok Evina, 2007). Following these developments, we formulate the following hypothesis:

H2: The endogenous and exogenous qualities and profile of the manager influence the performance of the microenterprise.

3. METHODOLOGICAL APPROACH

3.1 Data

The data used was collected from MFI clients by means of a questionnaire sent to 453 Cameroonian microentrepreneurs. The target population was limited to microenterprises in some divisional headquarters in Cameroon, namely microenterprises in the Mfoundi, Wouri, Mifi and Menoua divisions. These are related to MFIs operating in small-scale manufacturing, in the provision of services or with an agricultural activity.

The questionnaire was administered to these microentrepreneurs on the basis of a five-sections questionnaire, and the information gathered at the end of this research was processed using SPSS version 24 software. Confirmatory factor analysis enabled us to reduce the number of items constituting performance as well as those constituting microfinance and managerial capabilities. Pearson correlation analysis enabled us to determine whether or not there were links between each independent variable and the variable being explained. In addition, multiple regression using binary logistic regression helped us to confirm or refute our research hypothesis.

3.2 The econometric model

Our study is based on the work of Gauzente (2000) to measure the performance of microenterprises. This author measures performance through four factors: economic profitability, financial profitability, growth in turnover and productivity. However, in order to perceive the performance variable itself, we reduced its factors to a single factor through confirmatory factor analysis (see Table 1).

Table 1 : Total variance explained

Factor	Initial eigenvalues			Sum extracted from loadings squared		
	Total	% of variance	% cumulative	Total	% of variance	% cumulative
1	2,372	79,060	79,060	2,103	70,099	70,099
2	,449	14,979	94,038			
3	,179	5,962	100,000			

Extraction method: Principal axis factoring.

In addition, the scale's validity criteria were met. The KMO (Kaiser-Meyer-Olkin) index is 0.693, i.e. acceptable, and the significance threshold is 5% with a Pvalue of 0.000, and the coefficient of determination is 0.191. This means that this factorial reduction is consistent and that the work can be continued.

The dependent variable is the performance (which is a binary variable: 1=Up, 0=Down or stable) of the Cameroonian microenterprise. The econometric model is inspired by the work of Lekane and Sekadjie (2021) and is presented as follows:

$$\text{Perf} = \beta_0 + \sum \beta_i X_i + e \dots\dots\dots (1)$$

With performance (Perf) as the dependent variable and X_i , the explanatory variables; β_0 , the constant term; β_i , the regression coefficients and e, the error term. The full empirical form of the model is as follows:

$$\text{Logit (Perf)} = \beta_0 + \beta_1 \text{EF} + \beta_2 \text{EP} + \beta_3 \text{CS} + \beta_4 \text{MI} + \beta_5 \text{NFD} + \beta_6 \text{EXP} + \beta_7 \text{TFD} + e \dots\dots\dots (2)$$

4. RESULTS AND DISCUSSION

The results of the descriptive statistics are presented first, followed by those from the explanatory analyses.

4.1 Descriptive statistics

These statistics make it possible to describe the characteristics of the respondent and the company, and to describe the factorial analysis of the study variables.

4.1.1 Descriptive statistics relating to the respondent and the microenterprise

Of the 453 microentrepreneurs surveyed, 84.1% were owner-managers and 15.9% were agents, i.e. individuals recruited to run the business. In terms of age, 9.7% were under 30, 62.5% between 30 and 40, 26.3% between 41 and 55, and 1.5% over 55. This means that the majority of microentrepreneurs are aged between 30 and 40. In terms of type of training, 25.4% have basic training in accounting, finance or management, while 74.6% have other training. In other words, the majority of entrepreneurs in Cameroon have training that has nothing to do with management sciences. In terms of level of education,

13.5% do not have an advanced level certificate, 24.5% have an advanced level, 16.8% have advanced level+2 post-secondary studies, 30.9% have advanced level+3 post-secondary studies and 14.3% have a level of education higher than an advanced level+3 post-secondary studies.

In other words, individuals with a level of education higher than a bachelor's degree (advanced level+3 post-secondary studies) are interested in other careers such as research or teaching. 19.9% of respondents have been in their jobs for less than 5 years, 42.4% have been in their jobs for between 5 and 9 years, 35.3% have been in their job for between 10 and 19 years and 2.4% have been in their jobs for 20 years or more. This means that the majority of micro-businesses are between 5 and 9 years old. Moreover, when they start up, many micro-businesses don't manage to survive, which explains this low rate before 5 years and after 19 years, the business is old, doesn't manage to innovate and is caught up by other young businesses and doesn't manage to resist the competition, hence this low rate of mature micro-businesses.

This work highlights seven variables that provide general information on microenterprises in Cameroon. These are the date of creation of the microenterprise, its sector of activity, the existence of a relationship with an MFI, the fact of having benefited or not from microcredit, of having benefited from training or of having saved during the year 2021 with this MFI and the location of this microenterprise. Of the 453 microenterprises surveyed, 7.3% are in the industrial sector, 60.7% produce services, 29.6% are in agriculture (farming and livestock) and 2.4% are in commerce. 61.6% of these microenterprises say they will have received a microcredit in 2021 and 38.4% say they will not have received a microcredit this year. During this period, 55.4% of microenterprises said they had received financial training from an MFI and 44.6% said they had not. With regard to savings, more than 85.0% of microenterprises claim to have saved during 2021, while 15.0% have not. Finally, with regard to the geographical location of the businesses surveyed, 22.3% are based in the administrative centres of the Wouri division, 27.8% in the Mfoundi, 24.1% in the Menoua and 25.8% in the Mifi division.

4.1.2 Factorial analysis

Our hypothesis in carrying out the CFA is that there are seven hidden dimensions that manifest themselves through 43 variables (Items). We have

verified or tested this hypothesis and the results we obtained with the CFA are as follows:

- The correlation matrix is identical to the one we obtained with PCA.
- The determinant of the matrix is equal to 3.199×10^{-12} , so the determinant R of the matrix is not zero, nor is it equal to 1.
- The Bartlett test indicates a Pvalue $p = 0.000$, which is less than 5%. The hypothesis that the correlation matrix is equal to the unit matrix must therefore be rejected.
- The KMO index, which is the sample adequacy parameter, is 0.754. We can therefore say that our sample has the properties required for a factor analysis (with seven factors).

Table 2: KMO index and Bartlett test

Indice KMO et test de Bartlett		
Kaiser-Meyer-Olkin index for measuring sampling quality.		,754
Bartlett sphericity test	Khi-carré approx.	11535,763
	Ddl	903
	Signification	,000

4.2 Explanatory analyses

Bivariate and multivariate explanatory analysis is the subject of this section. Bivariate and multivariate explanatory analysis is used to describe the relationship of dependence between the variable to be explained and the various explanatory variables.

4.2.1. Bivariate explanatory analyses

Bivariate explanatory analysis is used to analyse the relationship between two variables, either between a dependent variable and an explanatory variable or between two explanatory variables. When two independent variables are analysed, multicollinearity problems can be identified. These are due to the strong correlations between the explanatory variables. The table below shows the correlation matrix between the different variables in our study. The correlation analyses were carried out using the Pearson method.

The results of the correlation analysis shows firstly that financial education, savings and microcredit all have positive and significant correlations at the 5% level with microenterprise performance. Secondly, the social climate, the level of training of the manager and the type of training have positive and

significant correlations at the 5% level. Thirdly, there is no significant relationship between the experience of the microentrepreneur and its performance. The correlation between these two variables is very weak and negative. In other words, when the manager's experience increases, his performance decreases in the same proportion. However, this last result has no impact because the correlation between the manager's experience and the company's performance is not significant. Furthermore, from the four explanatory variables for managerial ability, only three show significant correlations with performance.

With regard to the correlations between the explanatory variables, all the Pearson coefficients were found to be zero. Consequently, there is no multicollinearity problem because Kennedy (1985) quoted by Lekane and Sekadjie (2021) expresses the multicollinearity problem by the correlation coefficient between two independent variables greater than or equal to 0.8. In this case, however, these coefficients are all zero and the Pvalue = 1. This result of zero correlation coefficients may not mean independence between the variables or linearity between the variables. In other words, the relationship between the variables may have another form: hyperbolic, sinusoidal but non-linear.

4.2.2. Multivariate explanatory analyses using binary logistic regression

Logistic regression leads to the identification of the variables that most effectively predict the probability of microenterprises achieving performance. Thus, the verification of microenterprise performance involves the verification of the explanatory variables of microfinance, which are microcredit, savings, financial education, and the variables of managerial capacity, which are the type of training, the level of training, the social climate and the experience of the manager.

Based on the most frequent category, the classification table below shows that the prediction share enables us to correctly classify 54.6% of microentrepreneurs. This gives the predictive power of our model, i.e. 54.6% of predictive capacity that a microenterprise will be successful. At step 0, the binary logistic regression does not take into account any of the variables under study, just the constant. The model seeks to predict the performance of the microenterprise in the absence of the independent variables in this study. This step 0 correctly predicts 54.6% of the cases of these companies, as it correctly predicts the performance of 247 companies and is wrong on that of 205 micro-companies.

Table 3: Classification table

Classification Table^{a,b}

Observed		Predicted			
		PERFORMANCE		Percentage Correct	
		low or Stable	High		
Step 0	PERFORMANCE	low or Stable	0	205	0,0
		High	0	247	100,0
	Overall Percentage				54,6

a. The constant included in the model

4.2.2.1. Explanation of the model before introducing the variables

Table 4 shows that the constancy or the parameter b_0 is 0.186, the Wald index is 3.891 and follows the chi2 law with 2 degrees of freedom and whose P value is 0.049 which is less than 0.05, so the model is significant because the P value < 0.05. However, this significance level is not important because the model does not take into account the values under study. The Exp(B) indicator is 1.205, which means that the probability of a microenterprise being successful is 1.205, which is not very different from 1. However, the probability is between

0 and 1. This justifies reducing the probability to 1, as it is closer to 1. This shows that it is probable whether an organisation is successful or not.

Table 4: variables in the equation

	B	S.E.	Wald	Df	Sig.	Exp(B)
Step 0 Constant	0,186	0,094	3,891	1	0,049	1,205

Tableau 5: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	532,423 ^a	0,181	0,242

a. The estimation stopped at iteration number 4 because the parameter estimates changed by less than 0.001.

Table 6 Variables not in the Equation

	Score	Df	Sig.	
Step 0 Variables	EF	26,492	1	0,000
	EP	11,235	1	0,001
	CS	6,442	1	0,011
	MC	14,606	1	0,000
	NF	16,958	1	0,000
	EXP D	4,063	1	0,044
	TF	1,510	1	0,219
Overall Statistics	81,305	7	0,000	

Table 5 is the model summary and Table 6 presents the values of the Score statistic for each predictor variable outside the equation, which is similar to the values of the partial correlation in a multiple regression. Since they are all significant with the exception of the independent variable "Type of training" whose significance is 0.219, which is greater than 0.05. They will certainly all contribute to improving the model.

4.2.2.2. Explanation of the model after introduction of the variables under study

Step 1: Assessing the significance of the regression model

Table 7 of step 1 shows firstly that all the variables are introduced, then that the indicator of overall significance is the chi-square, which is 90.273 at 7 degrees of freedom, and finally that the P value is 0.000. This means that introducing the variables into the model increases the significance of the model. This means that introducing variables into the model increases its

significance. The model went from a moderately significant model with a P value of 0.049 to a highly significant model with a P value of 0.000. Thus, all seven variables are significantly associated with microenterprise performance.

Table 7 Omnibus Tests of Model Coefficients

	Chi-square	Df	Sig.
Step 1	90,273	7	,000
Block	90,273	7	,000
Mode 1	90,273	7	,000

Table 8 gives us a better idea of the quality of the model thanks to the coefficient of determination R^2 , which is calculated here in two ways: using the Cox & Snell R formula and the Nagelkerke formula. R^2 varies between 0.181 and 0.242. The 24.2% variation in microenterprise performance is due to the variation in the variables under study. All these variables affect the performance of these microenterprises by 24.2%. A minimum of 18.1% and a maximum of 24.2%. With this new model that takes into account all the variables, SPSS has produced a new classification table which is: (see table 9).

Table 8 Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	532,423 ^a	0,181	0,242

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than, 001.

Before the variables were introduced, the logistic model correctly predicted the success of microenterprise performance with a percentage of 54.6%. When the variables were introduced, the percentage rose to 67.5%. So there is an improvement in the quality of the model. Table 9 shows that all the explanatory variables for microfinance are significant and have a significant and positive effect on the performance of microenterprises. This result is identical to that obtained by the bivariate analysis. This confirms the hypothesis H_1 implying that Microfinance services influence the performance of microenterprises in Cameroon.

Table 9: Classification Table^a

	Observed	Predicted		
		PERFORMANCE		Percentage Correct
		low ou Stable	high	
Step 1	low ou Stable high	123	82	60,0
	Overall Percentage	65	182	73,7 67,5

a. The cut value is ,500

Table 9 shows a non-significant relationship between the type of training and the performance of the microenterprise and also shows that professional experience has a significant relationship with the performance of the microenterprise but varies in the opposite direction to the latter. With regard to the non-significant relationship between the type of training and the performance of the microenterprise. This may mean that the type of training of the manager has no influence on the performance of the business, whether it is vocational, continuing or of another type. This result is contrary to that of Letsina and Omenguele (2021) and Lekane and Sekadjie (2021). With regard to the significant but opposite relationship between professional experience and the performance of the microenterprise, this result may mean that when the experience of the microentrepreneur increases, the performance of the enterprise decreases. On the other hand, if they have no experience in the activity in which they are engaged, they have a much greater chance of succeeding in their activity.

This can be explained by the fact that, knowing that they are new to the business, they will make a greater effort to ensure that their business is profitable, they will seek to surround themselves with qualified staff to ensure that their business runs smoothly, or they will seek training. This training will enable him to renovate his business. This result runs counter to the work of Pinta (2020) and Ngok Evina (2008). For these authors, a manager's professional experience goes hand in hand with the company's performance.

This result differs in two levels from the results obtained by the bivariate analysis. Firstly, the relationship between the type of training and performance is significant in the bivariate analysis, whereas it is not significant in the multivariate analysis. Secondly, the relationship between managerial experience and company performance is negative and not significant in the bivariate analysis, whereas it is negative but significant in the multivariate

analysis. The fact that the relationship between managerial experience and company performance is not significant in the bivariate analysis is not important, whereas this result is important in the multivariate analysis because of its significance. We can therefore say here that when the microentrepreneur's experience in the field of activity increases, the performance of the business on the other hand decreases. Furthermore, the fact that not all four variables linked to managerial skills are significant with business performance means that hypothesis 2 is partially verified.

Table 10 Variables in the Equation

	B	S.E.	Wald	Df	Sig.	Exp(B)
EF	,595	,113	27,824	1	,000	1,814
EP	,396	,107	13,619	1	,000	1,485
CS	,302	,108	7,841	1	,005	1,352
MC	,443	,109	16,398	1	,000	1,557
NFE	,475	,108	19,485	1	,000	1,609
EXP D	-,255	,108	5,600	1	,018	,775
TFD	,129	,105	1,488	1	,223	1,137
Constant	,223	,106	4,470	1	,034	1,250

a. Variable(s) entered on step 1: EF, EP, CS, MC, NFE, EXP D, TFD.

The variables that characterise managerial capabilities, i.e. the manager's level of training, the social climate, the manager's experience and the type of training, influence company performance. In addition, the evaluation of the fit of the model's data makes it possible to assess the statistical significance of the estimated coefficients of the independent variables retained in order to ensure that each contributes to better predicting the probability of the company's performance than a model that does not include it. To do this, we need to draw on Wald statistics. Thus, we will classify the variables in the following order of importance: 1- financial education; 2- manager's level of training; 3- microcredit; 4- savings; 5- social climate; 6- manager's experience; and 7- manager's type of training.

In this study, factor analysis classified the main factors. The manager's level of training alone explained a large proportion of the variance shared by the other managerial ability variables. It was followed by the social climate, the manager's experience and finally the type of training. Therefore, the absence of the type of training among the managerial ability variables that have an impact on performance has no effect on this relationship. Some authors

believe that for a company to be successful, it must also have adequate capabilities to steer its destiny towards performance. This is the case of authors such as Takoudjou and Djoutsa (2011). This leads us to partially confirm hypothesis H₂ which states that the managerial capacities of micro-entrepreneurs have a positive and direct influence on the performance of the microenterprise.

5. CONCLUSION

The aim of this study was to evaluate and analyse the influence of both microfinance and managerial skills on the performance of microenterprises in Cameroon. We could not present the impact of microfinance on the performance of this organisation without also showing the contribution of the managerial capacities of the microentrepreneur on the said performance. It is true that the microfinance services provide the resources and educate the managers, especially in the financial field, through financial investments, the use of the funds allocated and the financial surplus available to them. But it is the manager alone who drives the business and steers it in a particular direction through his or her knowledge, skills and know-how.

The results presented in this study show that the performance of microenterprises in Cameroon is explained partly by the action of microfinance and partly by the managerial skills of the leader. In addition, of the microfinance indicators, financial education is more important followed by microcredit and savings have less impact on microenterprise performance. The level of training of the manager has a greater influence on performance, while the type of training has less impact on performance than the variables that explain the managerial abilities of the microentrepreneur.

Despite the validity and impact of the results of this research, it is nonetheless important to note certain limitations that may guide future research. In fact, this research could be globalised at regional level (countries in the Central African sub-region and Africa south of the Sahara) without taking into account the cultural diversity between countries. These studies could therefore:

- a) Carry out a comparative study between beneficiaries and non-beneficiaries of microfinance services over a given period;
- b) Increase the number of cities or divisions in the sample;
- c) Improve the number of variables linked to managerial capacity;

- d) Take into account the subjective criteria for measuring performance described by Gauzente (2000), such as cost control, market share, business survival and achievement of objectives;
- e) Take into account the gender criterion when assessing the performance of a microenterprise.

Consequently, we suggest that the government should set up an exhaustive database of the microenterprises in Cameroon to enable them to be located and to update business statistics, as the most recent are those from the second census of Cameroonian businesses in 2016.

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