International Journal of Strategic Management and Economic Studies (IJSMES)
ISSN: 2791-299X

STRATEGIC AND EPISODIC DIMENSIONS OF ENTREPRENEURSHIP AND THE PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES IN KINSHASA

Shinga Yuha Ya Yuha Leon

Doctoral student in Management Sciences, Faculty of Economics and Management, University of Kinshasa (UNIKIN), P.O Box 832, Kin XI, DR Congo

Abstract: The study examines the strategic and historical dimensions of entrepreneurship and the performance of recently founded businesses in Kinshasa, the Democratic Republic of the Congo. It emphasized how important innovation and entrepreneurship are to the advancement of businesses. This research aims to identify the factors influencing performance and investigate their impact. The literature review covers the fundamentalist, strategic, contextual, and procedural theories of entrepreneurship as well as the models of entrepreneurial performance. Research studies on the factors influencing innovation and challenges are also presented. Within this methodology, a quantitative survey is used to gather data from 285 SMEs in Kinshasa regarding their profiles, strategies, and challenges. The majority of small and medium-sized businesses are located in peripheries animated zones, according to the results. Thank you to strategies like low prices, high quality, and qualified labor, performance has significantly increased. It was common to run into financial difficulties, with the most frequently used method of resolution being personal resources. Not all businesses have been spared from environmental problems, but most have responded by adapting to the circumstances. In summary, strategic decisions and historical changes have an effect on small and medium-sized businesses' success. The context and the profiles of the entrepreneurs have an impact on the outcomes. Understanding these factors can help decision-makers and businesses in Kinshasa improve the competitiveness, growth, and innovation of small and medium-sized businesses in the rapidly expanding economy. The analysis provides invaluable information to those involved and adds to the local understanding of entrepreneurship.

Keys words: Entrepreneuriat dans les pays en développement (L26); Strategic management (M10); Business performance (M21).

Digital Object Identifier (DOI): https://doi.org/10.5281/zenodo.11204210

Published in: Volume 3 Issue 3

1. INTRODUCTION

1.1 Problematic

The subject of how businesses are created has its roots in a nation's overall strategy for economic development. As a result, any nation that aspires to economic expansion spends its resources—financial, material, etc.—and its intelligence in the creation of value. Regarding the Democratic Republic of the Congo, it appears that the government is not overly focused on figuring out how to curb the rise in entrepreneurship. If the government supports entrepreneurship, it does so verbally through speeches.

Even with all of the improvements that have been implemented since before 2015, the Democratic Republic of the Congo still has a poor business climate and is ranked lowest among nations where businesses can thrive by the World Bank. According to the Doing Business rankings (Doing Business, 2017, 2018, 2019 and 2020), the Democratic Republic of the Congo is generally rated between 184th and 182nd out of 190 countries between 2016 and 2020.

A region's ability to prosper economically depends heavily on its level of entrepreneurship. Small and medium-sized businesses (SMEs) are especially significant because they foster innovation, economic expansion, and job creation. An examination of the strategic and diachronic aspects of entrepreneurship as well as the performance of recently established businesses is crucial when considering Kinshasa. This study examines the issues that SMEs in Kinshasa face and the variables that affect their performance.

Numerous obstacles impede the growth and effectiveness of SMEs in Kinshasa. First, it is frequently difficult for small enterprises to obtain finance, which makes it challenging for them to expand and engage in new ventures. Furthermore, bureaucracy and complexity in the company environment can make administrative tasks expensive and time-consuming (Padmpme, 2016).

Furthermore, rivalry is still another significant issue that SMEs deal with. There are a lot of firms in the city, which makes the atmosphere very competitive. To attract clients and increase their market share, small and medium-sized enterprises (SMEs) need to strategically position themselves in the market (Lecerf, 2006).

SMEs in Kinshasa also face significant issues related to training and skill development. These businesses may find it challenging to hire and properly train suitable personnel. This may restrict their capacity to innovate, enhance their workflow, and react to changes in the market.

Some SMEs in Kinshasa are able to function and prosper in spite of the difficulties they encounter. Their effectiveness may be impacted by many variables. Innovation is crucial, first and foremost. SMEs can differentiate themselves in the market and draw clients if they are able to create novel goods, services, or business models (Padmpme, 2016).

Another important component is resource management done well. Businesses have a higher chance of success if they can make the most use of all of their resources, including infrastructure, talent, and cash. To guarantee the success of SMEs, strong strategic planning and sound financial management are also necessary components.

Networks and partnerships are very crucial for SMEs in Kinshasa. Working together with other businesses, educational institutions, or governmental bodies can help these businesses expand and present new prospects.

This study aims to determine the best practices for recently established businesses in Kinshasa by examining diachronic and strategic dimensions, including organizational learning, the evolution of corporate culture, market orientation, risk-taking, and long-term vision.

1.1. Background and Rationale of the study

In many nations, including the DRC, SMEs are viewed as the main drivers of economic expansion and job creation. However, there are other obstacles that small and medium-sized enterprises (SMEs) in Kinshasa must overcome, including lack of infrastructure, competitiveness, corruption, and regulations. These difficulties may have an impact on SMEs' performance as well as their capacity to boost employment and the economy.

With a youthful population and a continuously changing economy, Kinshasa is a vibrant, expanding city. SMEs are essential for encouraging local entrepreneurship, generating job opportunities, and advancing economic growth. But in order for these SMEs to prosper and completely contribute to the city's progress, it's important to comprehend the strategic and diachronic aspects of entrepreneurship as well as the performance of recently created businesses.

The DRC government has put measures into place recently to encourage entrepreneurship and the growth of SMEs. To assist SMEs in areas like funding, training, and market access, for instance, the government established the National Agency for the Promotion of SMEs (ANAPE) (ANAPE, 2022). Special economic zones (SEZs) have also been created by the government to draw in foreign capital and advance industrialization.

This study is especially significant for a number of reasons. First of all, research on young university graduates' entrepreneurial representations in the Democratic Republic of the Congo is lacking (Omandji, 2021).

This study supports the prevalence of necessity entrepreneurship, when an individual is motivated by securing his financial survival rather than by the desire to accumulate wealth. Nevertheless, as young individuals make up the bulk of those involved in the unorganized sector, this study does not address issues pertaining to their entrepreneurial representations.

Then, as demonstrated by the final study project completed by ESTO students in 2018, studies on entrepreneurship and reasons for launching a firm are crucial for supplying research framework information on entrepreneurship (Moumen, 2018).

Lastly, the World Bank's 2021 analysis of the MSME ecosystem in the Democratic Republic of the Congo demonstrates the need for the nation to develop and broaden the pool of entrepreneurs who can create possibilities by enlisting local role models and encouraging entrepreneurship (World Bank, 2019). Moreover, social entrepreneurship is a new paradigm in the Democratic Republic of the Congo (DRC) where business owners combine economic goals with social and/or environmental ones. Women are frequently deeply ingrained in their local communities, where they contribute positively (World Bank, 2019).

Indeed, a deeper comprehension of the unique difficulties faced by SMEs in Kinshasa will be possible thanks to this study. It will be feasible to create policies and strategies targeted at resolving these issues and promoting the expansion of SMEs in the city.

It will also offer informative statistics about the factors influencing the success of SMEs in Kinshasa. Through an understanding of these components, levers that can help improve the performance of freshly founded businesses can be identified, thereby promoting the economic growth of the city.

This study aims to close a gap in the current body of knowledge regarding entrepreneurship in Kinshasa. In the Democratic Republic of the Congo, research on entrepreneurship in general have been conducted, but not much focus has been placed on SMEs in Kinshasa.

awareness and promoting Kinshasa's economic development requires an awareness of the strategic and diachronic aspects of entrepreneurship as well as the performance of recently established businesses within the context of SMEs. Appropriate policies and strategies to encourage entrepreneurship and assist the expansion of SMEs in Kinshasa can be developed by recognizing the unique problems that these businesses confront and comprehending the variables that affect their success. This study will also close a gap in the body of information on entrepreneurship in Kinshasa by offering fresh, in-depth insights into the unique circumstances surrounding the sector in the city.

As a result, the following queries were raised over the course of this work: "Do strategic and diachronic factors affect how newly established organizations perform? It was specifically a subject of responding to two questions: (i) What are the tactics employed by SMEs in Kinshasa to guarantee their success? and (ii) What are the tactics that consider how the process has changed over time as well as the whims of the creative setting?

The primary hypothesis (HP) of the current study is that "performance of newly created companies is positively influenced by strategic and diachronic dimensions." and two specific hypotheses (HS) that: (i) SMEs in Kinshasa use the following strategies to ensure their success: the best location selection, high-quality product or service, low price, favorable reception, quality service, market occupation, financial partnership; (ii) Choosing wisely or poorly as financial partners, selling high-

end or low-quality goods, hiring highly qualified or unskilled labor, and adhering to legal and regulatory requirements are strategies that take into account the process's evolution over time as well as the whims of the environment.
This study is separated into two main sections, one covering the survey technique and the other the findings presentation. There is also an introduction and a conclusion.

2. METHODOLOGICAL APPROACH AND ANALYSIS TOOL

In this work, we employ the random or probabilistic approach, which entails selecting specific parent population members at random.

There is an equal chance for every member of the population to be included in the sample when using simple random sampling (SRS). Every possible combination of population members has an equal chance of making up the sample. Simple random sampling is defined by these two characteristics.

Indeed, not having knowledge of the size of our population and faced with the difficulty of determining the proportion of SMEs in the city of Kinshasa, we set the hypothesis according to which half of the companies in Kinshasa would be SMEs with p= 0.5. Thus, p equal to 0.5, which allows us by the previous formula (n = t2 xp (1−p) /e2 to have a sample of 385 SMEs.

Or :

- n is the sample size
- Z is the z score corresponding to the desired confidence level (for example, for a confidence level of 95%, Z = 1.96)
- p is the estimate of the proportion of the population that has the characteristic studied (if this proportion is unknown, you can use 0.5 to obtain the maximum sample size)
- E is the desired margin of error (the half-width of the confidence interval)
- Assuming you want a confidence level of 95% and a margin of error of 5%, you can use the following values in the formula:
  n = (1.96)^2 × 0.5 × (1-0.5)/(0.05)^2 = 310.16

Taking into account financial, time and affordability constraints, a sample of 310 SMEs was selected.

With this sample value retained, we proceeded as follows to select our individuals in the different municipalities:

- We started by constituting a random sample of 6 municipalities by grouping the municipalities according to their corresponding constituency or district; then we gave a number to each municipality and carried out a random draw without replacement of 6 municipalities.
- Then, we determined the weight of each selected municipality to determine the number of SMEs to survey per municipality.
- Based on the information on the main branches of activity and their weight provided by the FEC report, we were able to distribute the number of SMEs to be investigated according to the 4 main branches of activity, notably service, agriculture, industry and commerce for the 8 municipalities selected in advance.
- Finally, the 4 main branches of activity are full of several activities and taking an interest in all the activities would be tedious work, so we have selected some main activities carried out by SMEs in Kinshasa.

- For service activities we have: catering and hospitality, training center, IT services and communication services;
- For commercial activities we have: the sale of pharmaceutical products, food/boutiques and hardware stores;
- For the industry branch of activity we have: furniture manufacturing activities and fertilizer/livestock product manufacturing activities;
- For agricultural activities we have: market gardening and livestock breeding.

- Given the absence of information on the weight of SMEs in each activity, we have distributed the SMEs to be surveyed for each activity according to their sector in a reasoned manner.

In this case, we divided our sample proportionately to the size of the district it is located in and the accessibility of the data in the households.

Two communes for each of the districts of Tshangu and Mont Amba and one commune for each of the districts of Lukunga and Funa district were among the randomly selected communes: Matete (41), Masina (75), Kimbanseke (78), Limete (55), Barumbu (25) and Kalamu (35).

Prior to revealing the non-responses, which amounted to 25 for all the communes questioned, the effectifs of the individuals questioned in each previously mentioned commune are provided. Furthermore, the total number of effective SME surveyed is 285; this translates to an 8% non-response rate, or more than 90% coverage.

The following is a breakdown of the SME's that are actually surveyed in each commune: Matete (38), Masina (70), Kimbanseke (73), Limete (44), Barumbu (28) and Kalamu (32).

Computer processing from data collected using Kobotoolbox / ODK is used to analyze quantitative data; this made it simple to conduct the survey on a digital device (a smartphone or tablet) and export the results to any statistical analysis program (SPSS, STATA, EXCEL). SPSS 28.0 was used for the data processing, tabulation, and statistical analysis.

3. PRESENTATION AND INTERPRETATION OF RESULTS

analysis of the information gathered from the field investigation. The studies, tests, and estimations required to arrive at the study's conclusions are at hand. It includes the following: univariate, bivariate, and economic analyses; additionally, it includes a results discussion.

3.1. Univariate Analysis

This chapter's analysis will be divided into four blocks, or modules of conception: the interviewee's profile (module 1), the enterprise profile (module 2), the strategic dimensions (module 3), and the diachronic dimensions (module 4).

Module 1: Entrepreneur profile

We will present here the profile of the interviewee according to age, gender, marital status, and educational attainment on the one hand, and the interviewee profile according to obtaining experience and skills prior to starting the business, employment prior to starting the business, the status of the interviewee's family and the most recent environment in which the interviewee lived on the other.

Table nº 1. Distribution of respondents according to their profile

Variables	Terms	Ni	fi (%)
Sex	Feminine	86	30.2
	Male	199	69.8
age range	18 to 28 years old	79	27.7
	29 to 39 years old	102	35.8
	40 to 50 years old	85	30.1
	51 to 61 years old	16	5.6
	62 years and over	3	1.1
Marital status	Bachelor	91	31.9
	Divorced	18	6.3
	Bride)	145	50.9
	free Union	31	10.9
Educational level	No instructions	4	1.4
	Primary	7	2.5
	Professional	101	35.4
	Secondary	53	18.6
	Superior	120	42.1
	Total	285	100
Acquisition of experience and skills before creating the business	No	80	28.1
	Yes	205	71.9
Employment before the creation of the company	Informal business activities	72	25.3
	Public sector employee	62	21.8
	Private sector employee	100	35.1
	Others	51	17.9
Status of family of origin	Employees	130	45.6
	Entrepreneurs	98	34.4
	Others	57	20
Most experienced environment	Employee environment	130	45.6
	Entrepreneurial community	102	35.8
	Others	53	18.6
	Total	285	100
Former sector of activity	Industry	52	18.2
	Trade	102	35.8
	Services	44	15.4
	Administration	20	7.0
	Studies	67	23.5
	Total	285	100.0
Current sector of activity	Trade	157	55.1
	Agriculture	128	44.9
	Total	285	100.0
Core business	Catering and Hospitality	33	11.6
	Training center	30	10.5
	IT services	45	15.8
	Communications Services	26	9.1
	Pharmacy	3	1.1

Food/Shop	2	.7
Hardware stores	4	1.4
Furniture manufacturing	6	2.1
Manufacturing of chemical fertilizers	60	21.1
Market gardening	47	16.5
Breeding	29	10.2
Total	285	100.0

Source: Author, based on data analysis using SPSS software

The following conclusions can be drawn from the previous table, which offers details on the characteristics of the individuals questioned. First of all, of those questioned, men make up 69.8% of the total, while women make up 30% of the sample.

Furthermore, the bulk of those questioned fall into the 29–39 age range, accounting for 35,8% of the sample, while those above 61 make up just 1.1% of the sample.

Regarding marital status, more than half of those questioned—that is, 50,9% of the sample—are married.

Regarding the instructional level, the majority of those questioned had a higher education level (42.1%), followed by those with a professional instruction level (35.4%).

According to an analysis of this table, more than 70% of those surveyed claimed to have acquired experience and skills prior to the founding of their business, whereas 28,1% said the opposite.

The majority of those questioned were salaried in the private sector prior to starting their own business, accounting for 35,1% of the sample, according to the results. Those who worked in informal commercial activities came in second, with 25,3% of the sample.

When it comes to the origins of the family, the majority of those surveyed said they came from a family of salaried workers, making up 45.6% of the sample, as opposed to 34.4% who came from a family of business owners.

Furthermore, it is noted that the majority of those surveyed have spent more of their lives in a salaried environment than in an entrepreneurial one.

Table nº 2 Cronbach test on the variables of module 1

Cronbach Alpha	Number of items
0.725	8

Source: Author, based on survey data

The results of the test indicate good reliability of the items of the scale, with a Cronbach Alpha of 0.725 for 8 items, compared to initially 11 announced, the 3 variables extracted as part of this test are as follows: the main activity, status of the family of origin, current sector of activity.

Module 2: Company Profile

The company profile is presented here in two stages, according to: sector of activity before creation and current; the type of creation and the main activity of the company and according to the legal form of the company, the number of workers at creation and current, the number of points of sale at creation and current.

Table nº 3. Distribution of respondents according to company profile

Variables	Terms	ni	fi (%)
Sector of activity before the creation of the company	Administration	42	14.7
	Trade	125	43.9
	Studies	36	12.6
	Industry	14	4.9
	Services	68	23.9
Current sector of activity	Agriculture	5	1.8
	Trade	151	53
	Industry	10	3.5
	Service	119	41.8
Type of business creation	Purchase of the company (resumption)	63	22.1
	Franchise business	15	5.3
	Swarming	36	12.6
	New creation	171	60
Main activity	Food/Shop	45	15.8
	Training center	26	9.1
	Market gardening	3	1.1
	Breeding	2	0.7
	Manufacturing of chemical fertilizers	4	1.4
	Furniture manufacturing	6	2.1
	Pharmacy	58	20.4
	Hardware stores	47	16.5
	Catering and Hospitality	29	10.2
	Communications Services	36	12.6
	IT services	29	10.2
	Total	285	100
Legal form of the company	Cooperative	24	8.4
	Family business	61	21.4
	Individual business	184	64.6
	Company	16	5.6
	Total	285	100
Number of workers in the company at its creation	None	11	3.9
	1-2	224	78.6
	3-4	27	9.5
	5 and above	23	8.1
Current number of workers in the company	None	2	0.7
	1-2	183	64.2
	3-4	32	11.2
	5 and above	68	23.9
Number of points of sale of the company at its creation	Only one	239	83.9
	Two	33	11.6
	More than two	13	4.6
	Total	285	100
Current number of points of sale of the company	Only one	161	56.5
	Two	73	25.6
	More than two	51	26.3
	Total	285	100

Source: Author, based on data analysis using SPSS software

The aforementioned table offers details on the respondents' characteristics, especially in relation to the dispersion of their corporate profiles.
This figure suggests that the majority of respondents—43.9% of the sample—were employed in the commerce sector before to starting their business, with only 4.9% coming from the industry sector.
Furthermore, it is discovered that the majority of responders presently work in the business sector, with a tiny percentage—1.8% of the sample overall and 53% of respondents—in the agricultural sector. In terms of business creation, the table shows that new firms make up 60% of all businesses, whereas franchised enterprises make up the smallest percentage of all businesses—just 5.3% of those questioned.

Furthermore, the table shows that the majority of businesses are involved in the sale of pharmaceuticals (pharmacies), with the majority comprising 20.4% and 0.7% of all respondents, respectively. A smaller number of businesses are focused on breeding.
Table 3 below presents the company profile, which includes its legal form, the number of outlets at the establishment and currently, and the number of personnel at the establishment and currently.
Regarding the profile and attributes of the company, we can infer the following. First off, 64.6% of the respondents, or more than half of the companies questioned, are sole proprietorships.
According to the statistics, the majority of businesses had between one and two employees when they were first established, accounting for 78.6% of all respondents.
Similarly, at now, 64.2% of all respondents work for enterprises with a staff of one to two employees.
Conversely, the company's number of points of sale at the time of its founding and as of right now, which correspond to 83.9% and 56.5% of those surveyed, is typically just one.

Table nº 4. Cronbach test of module 2 variables

Cronbach Alpha	Number of items
0.712	9

Source: Author, based on survey data

The results of the test indicate good reliability of the scale items, with a Cronbach Alpha of 0.712 for 9 items, compared to initially 11 announced, the 2 variables extracted as part of this test are as follows: The legal form and the type of creation of the company.

Module 3. Strategic dimensions

The four levels of presentation of the strategic dimensions are as follows: location, low price strategy, high quality; their impact on the company and the reasons for their non-application; qualified workforce and innovation as a company development strategy; depending on the use of innovations and new technologies as a business development strategy, their impact on survival and growth and the obstacles to their implementation; and lastly, use of new technologies, good relationships as a business development strategy, their impact on the survival and growth of the business as well as the obstacles to their implementation

Table n*5. Distribution of respondents according to location, practice of low prices, high quality, their impact on the company and their non-application

Variables	Terms	ni	fi (%)
Location or location of the business	Mall	68	23.9
	A very busy town	86	30.2
	A very busy outskirts	131	50.0
Impact of this location on the entrepreneurial performance of the company	No impact	3	1.1
	Big impact	177	62.1
	Little or little impact	105	36.8
	Total	285	100.0
Low Price Strategy Practices for Business Survival and Growth	No	6	2.1
	Yes	279	97.9
	Total	285	100.0
Impact of practicing low pricing strategy on business survival and growth.	Big impact	241	86.4
	Little or little impact	38	13.6
	Total	279	100.0
Reasons for Not Practicing Low Price Strategy for Business Survival and Growth	It does not allow you to make a profit	3	50.0
	Because we adjust to the market price	2	33.3
	No influence on the price, it is the supplier who sets it	1	16.7
	Total	6	100.0
Practices of strategy for high quality of goods and services in the market	No	15	5.3
	Yes	270	94.7
	Total	285	100.0
Impact of practicing the strategy of high quality of goods and services in the market on the survival and growth of the company	No impact	57	21.1
	Big impact	124	45.9
	Little or little impact	89	33.0
	Total	270	100.0
Reason for non-practice of strategy of high quality of goods and services in the market	It reduces my performance	7	46.7
	The goods are homogeneous even among competitors	1	6.7
	Limited financial resource	7	46.7
	Total	15	100.0

Source: Author, based on data analysis using SPSS software

The company's location, its use of the low-cost, high-quality product strategy, its effect on the company's ability to survive and flourish, and the reasons behind its non-application are all detailed in the above table.

Thus, the following turns out to be true:

- Only a small percentage of businesses—50% of all respondents, as opposed to 23.4% of all respondents—are situated in shopping centers, with the majority of businesses being found in the busier suburbs. An organization's performance is greatly impacted by its location. 36.8% of cases show a little influence, and roughly 62.1% show a severe impact. Just 2.1% of businesses do not use the low pricing strategy, which is widely used by 97.9% of them to secure their survival and growth. The incapacity to turn a profit, pricing by

suppliers that leaves the organization with no leeway, or alignment with market rates are some of the reasons this method has not been used.

- Conversely, 94.7% of businesses employ the high product quality approach, whereas 5.3% do not. With 45.9% of examples demonstrating a high impact, 33.0% a moderate impact, and 21.1% no impact, this technique has a considerable impact on the market. Financial limitations, similarity to competitive items, and decreased or low financial returns are some of the reasons why high quality is rarely used.
- To summarize, the majority of enterprises use both high-quality and low-cost tactics, and they are situated in busy business districts. Overall company performance is influenced differently by the relationship between location and these methods.
- Regarding the degree of employee qualification, the utilization of qualified personnel, and innovation as a business development strategy.
- The data reveals that a significant proportion of respondents (94.4% of all respondents) use a competent staff as a company development strategy. This strategy has been shown to be highly effective in promoting company development, which in turn affects the survival and expansion of the business.

In addition, the respondents mostly cited two reasons—75.0% and 18.8%, respectively—for not using this strategy: the respondent's employment status as the sole employee of the organization and the absence of requirement. When it comes to the degree of qualification taken into account for employees, the majority of them—50.9% of them—indicate that they are at a secondary level, as opposed to the 8.8% who choose to pursue no formal education. Regarding the application of innovation, 96.1% of respondents, or nearly all, believe they apply this strategy for the company's development, whereas only 3.9% disagree.

Table n*6. Distribution of respondents according to the impact of the use of innovations, new technologies, as a business development strategy, their impact on survival and growth and the obstacles to the implementation of these strategies

Variables	Terms	Ni	fi (%)
Impact of the use of innovation as a company development strategy on the survival and growth of the company	Little or little impact	129	47.1
	No impact	8	2.9
	Big impact	137	50.0
	Total	274	100.0
Reason for not using innovation as a business development strategy	I do not produce the products I sell.	1	9.1
	The company is newly created.	1	9.1
	No idea of innovation in the sector	5	45.5
	Not necessary	3	27.3
	Limited financial resources	1	9.1
	Total	11	100.0
Use of new technologies as a business development strategy	No	17	6.0
	Yes	268	94.0
	Total	285	100.0

Impact of using new technologies as a business development strategy	Little or little impact	78	29.1
	No impact	4	1.5
	Big impact	186	69.4
	Total	268	100.0
Reason for not using new technologies as a business development strategy	There is no need	8	47.1
	The company is newly created	2	11.8
	No new technologies discovered in my activity	7	41.2
	Total	17	100.0

Source: Author, based on data analysis using SPSS software

The following details are shown in the above table 6:

According to the results gathered, 50.1% of respondents think that the employment of innovation as a firm development strategy has a significant impact on the survival and growth of the business, compared to 47.1% who think it has a minimal impact. Furthermore, the primary cause of enterprises not implementing this strategy is the absence of innovative ideas in the sector, which accounts for 45.5% of all respondents.

The majority of respondents (94%) and the minority of respondents (6%), who do not employ new technology as a corporate development strategy, attest to utilizing this technique, respectively.

Additionally, a majority of the respondents, or 69.1%, state that this strategy has a significant impact on the company's survival and growth. Of the respondents, 47.1% believe that this strategy is not necessary, which is the primary reason for not implementing it.

Table n*7. Distribution of respondents according to the use of new technologies, good relationships as a development strategy, their impact on survival and growth as well as the obstacles to their implementation

Variables	Terms	ni	fi (%)
New technologies used	Powerful software and packages	88	32.8
	High-performance production machines and tools	48	17.9
	High performance computer	132	49.3
	Total	268	100.0
Use of high performance computers	No	130	48.5
	Yes	138	51.5
	Total	268	100.0
Use of high-performance software and software packages	No	235	87.7
	Yes	33	12.3
	Total	268	100.0
Use of efficient production machines and tools	No	199	74.3
	Yes	69	25.7
	Total	268	100.0
Use of other new technologies	No	181	67.5
	Yes	87	32.5
	Total	268	100.0
Use of new opportunities to exploit as a company development strategy	No	9	3.2
	Yes	276	96.8
	Total	285	100.0

Impact of using new opportunities to exploit as a business development strategy on the survival and growth of your business	No impact	27	9.8
	Big impact	114	41.3
	Little or little impact	135	48.9
	Total	276	100.0
Reason for not using new opportunities to exploit as a company development strategy	No new opportunities found	7	77.8
	Limited financial resources	2	22.2
	Total	9	100.0
Impact of using good relationships with partners (suppliers, customers, financiers, employees, State,) as a business development strategy on the survival and growth of the business	Little or little impact	14	4.9
	Big impact	271	95.1
	Total	285	100.0

Source: Author, based on data analysis using SPSS software

According to the preceding table, of all the respondents who reported using new technologies as a business development strategy, the majority (49.3%) said they had used a high-performance computer, and only a small percentage (17.9%) said they had used efficient production tools and machines.

When it comes to the effect of utilizing new possibilities as a strategy for company development, the majority of respondents—48.9% of all respondents—state that this approach has minimal effect on the survival and growth of the organization.

Additionally, the majority of respondents (i.e., 77.8% of all respondents) stated that the absence of new chances to exploit was the reason why they weren't used as a firm development strategy.

Regarding the influence of employing positive relationships with partners (suppliers, consumers, financiers, employees, and the State) as a business development strategy, 95.1% of respondents say that this approach has a significant impact on the company's ability to survive and thrive, while 4.9% believe that the impact is minimal.

Table #8. Cronbach test on module 3 variables

Cronbach Alpha	Number of items
0.708	08

Source: Author, through a survey

The test's findings show that the scale's items have strong reliability; of the nine items that were first announced, only eight had a Cronbach Alpha of 0.708. The utilization of fresh opportunities is the variable that was taken out for this test.

Module 4: Diachronic dimensions

Here, the diachronic dimensions are analyzed on three levels: financial difficulties, environmental difficulties, the suggested solution method, and their impact on the company's development; labor difficulties related to unskilled labor, environmental difficulties that temporarily slowed down or stopped the entrepreneurial process, the planned solution mode, and its impact on business development; managerial and organizational difficulties that temporarily slowed down or stopped

the entrepreneurial process, the proposed solution method, and its impact on the company's development.

Table n°9. Breakdown of the company according to the difficulties encountered: financial, environmental, the recommended solution method and their impact on the development of the company.

Variables	Terms	ni	fi (%)
Having encountered financial difficulties that slowed down or stopped the entrepreneurial process for a while	No	93	32.6
	Yes	192	67.4
	Total	285	100.0
Solution method used to resolve financial difficulties that have slowed or stopped the entrepreneurial process for a while	Bank loan	24	12.5
	Search for associates	8	4.2
	Personal resources	111	57.8
	Family financial support	39	20.3
	Financial support from friends	10	5.2
	Total	192	100.0
Personal Resources as a Solution Method Used to Resolve Financial Difficulties	No	68	35.4
	Yes	124	64.6
	Total	192	100.0
Family Financial Support as a Mode of Solution Used to Resolve Financial Difficulties	No	140	72.9
	Yes	52	27.1
	Total	192	100.0
Financial support from friends as a mode of solution used to resolve financial difficulties	No	168	87.5
	Yes	24	12.5
	Total	192	100.0
Search Associates as Solution Mode Used to Resolve Financial Difficulties	No	130	67.7
	Yes	62	32.3
	Total	192	100.0
Bank loan as a method of solution used to resolve financial difficulties	No	121	63.0
	Yes	71	37.0
	Total	192	100.0
Other solutions to resolve financial difficulties	No	191	99.5
	Yes	1	0.5
	Total	192	100.0
Impact of these solution methods on the development of the company	No impact	5	2.6
	Big impact	97	50.5
	Little or little impact	90	46.9
	Total	192	100.0

Source: Author, based on data analysis using SPSS software

From the given table, the following details are evident:

- 32.6 respondents believe that financial difficulties prevented or slowed down the entrepreneurial process temporarily, whereas the majority of respondents—67.4%—declared that they had experienced financial difficulties to the contrary.

- According to 57.8% of respondents, using personal resources is the most popular way to overcome these challenges, whilst using new partners is used by 4.2% of respondents.

When it comes to this method of solution's influence on the company's development, 50.5% of respondents believe it to be very significant, compared to 46.9% who believe it to be rather minor or weak.

Table n°10. Distribution of companies according to the difficulties encountered relating to unskilled labor, those linked to the business environment which slowed down or stopped the entrepreneurial process for a moment, the method of solution adopted and its Impact on development of the company.

Variables	Terms	ni	fi (%)
Having encountered difficulties relating to the use of unskilled labor which slowed down or stopped the entrepreneurial process for a while	No	168	58.9
	Yes	117	41.1
	Total	285	100.0
Solution method used to resolve difficulties relating to the use of unskilled labor	Use of subcontracting	6	5.1
	Use of recruitment agencies	12	10.3
	Use of headhunters	11	9.4
	Recruitment by yourself	88	75.2
	Total	117	100.0
Impact of this mode of solution on the development of the company	No impact	5	4.3
	Big impact	53	45.3
	Little or little impact	59	50.4
	Total	117	100.0
Having encountered difficulties relating to the business environment which slowed down or stopped the entrepreneurial process for a while	No	138	48.4
	Yes	147	51.6
	Total	285	100.0
Solution method used to resolve problems related to the socio-cultural environment (moral, spiritual, cultural aspect) of company partners	Influence this environment	39	26.5
	Do nothing	12	8.2
	Adapt to this environment	96	65.3
	Total	147	100.0
Solution method used to resolve problems linked to the external environment or PESTEL (political, economic, and competitive, socio-cultural and demographic; technological, legal and regulatory.), socio-cultural (moral aspect)	Influence this environment	38	25.9
	Do nothing	10	6.8
	Adapt to this environment	99	67.3
	Total	147	100.0
Impact of this mode of solution on the development of the company	No impact	1	.7
	Big impact	89	60.5
	Little or little impact	57	38.8
	Total	147	100.0

Source: Author, based on data analysis using SPSS software

The table above reveals the following details:

Of those who responded, 58.9% said they had not encountered problems involving the use of unskilled labor that temporarily halted or slowed down the entrepreneurial process, compared to 41.1% who had.

Employing people directly is the most popular strategy, being utilized by 75.2% of businesses as opposed to 5.1% of those who use subcontracting. As a result, the majority of respondents—50.4% of all respondents—report that this mode has a minimal influence.

Regarding challenges associated with the business environment that momentarily halted or slowed down the entrepreneurial process, 51.1% of participants reported having encountered such challenges, with a significant number of them resorting to environmental adaptation. Many claim to have chosen the same resolution with regard to the outside world. SMEs, in fact, usually adapt to their environment rather than trying to control it.

Moreover, a significant proportion of respondents—60.5%—stated that this solution approach had a significant influence on the company's growth.

Table nº11. Distribution of respondents according to the managerial and organizational difficulties having slowed down or temporarily stopped the entrepreneurial process, the method of solution and its impact on the development of the company

Variables	Terms	ni	fi (%)
Have encountered managerial and organizational difficulties that have temporarily slowed down or stopped the entrepreneurial process	No	176	61.8
	Yes	109	38.2
	Total	285	100.0
Solution method used to resolve problems related to the management and organization of the company	Do nothing	5	4.6
	Use management firms	5	4.6
	Use the advice of colleagues	18	16.5
	Use the most experienced	77	70.6
	Others	4	3.7
	Total	109	100.0
Impact of these solution methods on the development of the company	No impact	2	1.8
	Big impact	70	64.2
	Little or little impact	37	33.9
	Total	109	100.0

Source: Author, based on data analysis using SPSS software

The aforementioned table shows that: 61.8% of respondents indicated they had not experienced managerial or organizational issues that temporarily halted or slowed down their entrepreneurial process, whereas 38.2% disagreed.

Of those who have faced these challenges, the majority (70.6%) turn to more seasoned individuals for assistance.

According to the respondents, this form of solution has a significant impact on the company's development—64.2% of all respondents said as much.

Figure nº 12. Cronbach test module 4

Cronbach Alpha	Number of items
0.8	3

Source: Author, based on survey data

The only variable extracted within the framework of this test is the encounter of the difficulties of the point of managerial and organizational view. The test results show good reliability of the scale's items, with a Cronbach Alpha of 0.8 for three items, compared to the four initially announced.

3.2. Bivariate Analysis

In order to determine the degree of link between the variables in the bivariate analysis, we shall perform crosses between them.

1.1.1.1.1 Cross table n°13. Status of family of origin and Type of business creation

Status of family of origin		Type of business creation: Purchase of the company (resumption)	Franchise business	Swarming	New creation	Total	Chi-square
Others	ni	17	7	11	22	57	0.007
	fi	6.0%	2.5%	3.9%	7.7%	20.0%	
Entrepreneurs	ni	18	5	12	63	98	
	fi	6.3%	1.8%	4.2%	22.1%	34.4%	
Employees	ni	28	3	13	86	130	
	fi	9.8%	1.1%	4.6%	30.2%	45.6%	
Total	ni	63	15	36	171	285	
	fi	22.1%	5.3%	12.6%	60.0%	100.0%	

Source: Author, based on data analysis using SPSS software

With a p-value of less than 0.05 or 0.007, this table demonstrates the presence of a highly significant correlation between the Type of business development and the Status of the family of origin. The table's conclusion suggests that, in contrast to the common belief in the literature, individuals who are related to employees are more likely to start their own firms.

Table n°14. Most experienced environment and Type of creation of the company

Most experienced environment		Type of business creation: Purchase of the company (resumption)	Franchise business	Swarming	New creation	Total	Chi-square
Others	ni	17	6	10	20	53	0.017
	fi	6.0%	2.1%	3.5%	7.0%	18.6%	
Entrepreneurial community	ni	19	4	10	69	102	
	fi	6.7%	1.4%	3.5%	24.2%	35.8%	
Employee environment	ni	27	5	16	82	130	
	fi	9.5%	1.8%	5.6%	28.8%	45.6%	
Total	ni	63	15	36	171	285	
	fi	22.1%	5.3%	12.6%	60.0%	100.0%	

Source: Author, based on data analysis using SPSS software

Similar to the preceding table, the outcome of this one also demonstrates a substantial correlation (p-value < 0.05 or 0.017) between the type of formation of the organization and the environment that an individual experiences the most. In addition, the results demonstrate that, among all respondents, those who have worked in an employee setting the longest are more likely to launch a firm.

Table n°15. Type of business creation and practices of strategy for high quality of goods and services in the market

Type of business creation		Practices of strategy for high quality of goods and services in the market		Total	Chi-square
		No	Yes		
Purchase of the company (resumption)	ni	6	57	63	0.05
	fi	2.1%	20.0%	22.1%	
Franchise business	ni	0	15	15	
	fi	0.0%	5.3%	5.3%	
Swarming	ni	4	32	36	
	fi	1.4%	11.2%	12.6%	
New creation	ni	5	166	171	
	fi	1.8%	58.2%	60.0%	
Total	ni	15	270	285	
	fi	5.3%	94.7%	100.0%	

Source: Author, based on data analysis using SPSS software

The previously mentioned table presents data regarding the correlation between the kind of company formation and the implementation of a high-quality goods and services strategy in the marketplace. A p-value of 0.05 suggests that there is less of a significant association between the two variables. Additionally, we see that a large percentage of newly established businesses—58.2% of all respondents—use the approach of offering high-quality goods and services on the market.

Table n°16. Type of business creation and Method of solution used to resolve financial problems that have slowed down or temporarily stopped the entrepreneurial process

Type of business creation		Solution method used to resolve financial difficulties that have slowed or stopped the entrepreneurial process for a while					Total	Chi-square
		Bank loan	Search for associates	Personal resources	Family financial support	Financial support from friends		
Purchase of the company (resumption)	Ni	6	4	18	18	2	63	0.000
	Fi	25.0%	50.0%	16.2%	46.2%	20.0%	22.1%	
Franchise business	Ni	1	1	3	2	0	15	
	Fi	4.2%	12.5%	2.7%	5.1%	0.0%	5.3%	
Swarming	Ni	3	1	6	6	3	36	
	Fi	12.5%	12.5%	5.4%	15.4%	30.0%	12.6%	
New creation	Ni	14	2	84	13	5	171	
	Fi	58.3%	25.0%	75.7%	33.3%	50.0%	60.0%	
Total	Ni	24	8	111	39	10	285	
	Fi	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Author, based on data analysis using SPSS software

The aforementioned table presents data regarding the correlation between the nature of business establishment and the approach taken to address financial challenges that have temporarily halted or slowed down the entrepreneurial activity. With a p-value of less than 0.05 or 0.000, it seems that the two variables are significantly correlated. The majority of the companies that used their own resources to overcome the financial difficulties that temporarily halted or slowed down the

entrepreneurial process are, therefore, new ventures; this represents 75.7% of the total number of respondents who acknowledged using personal resources.

Table n°17. Type of creation of the company and method of solution used to resolve problems related to the socio-cultural environment (moral, spiritual, cultural aspect) of the company's partners

Type of business creation		Solution method used to resolve problems related to the socio-cultural environment (moral, spiritual, cultural aspect) of company partners			Total	Chi-square
		Influence this environment	Do nothing	Adapt to this environment		
Purchase of the company (resumption)	ni	14	3	22	63	
	fi	35.9%	25.0%	22.9%	22.1%	
Franchise business	ni	3	0	3	15	
	fi	7.7%	0.0%	3.1%	5.3%	
Swarming	ni	9	1	5	36	0.010
	fi	23.1%	8.3%	5.2%	12.6%	
New creation	ni	13	8	66	171	
	fi	33.3%	66.7%	68.8%	60.0%	
Total	ni	39	12	96	285	
	fi	100.0%	100.0%	100.0%	100.0%	

Source: Author, based on data analysis using SPSS software

A correlation exists between the nature of the company's establishment and the approach taken to address issues related to the socio-cultural environment (moral, spiritual, and cultural aspects) of the participants in the business, with a significance level of less than 0.05, or 0.010. We also note that, of all the enterprises in the workforce, 68.8% are relatively new, accounting for more than half of the companies that adapt to the environment.

3.3. Multiple Correspondence Analysis (MCA)

Presenting the findings of the multiple correspondence analysis we performed is the task at hand.

3.3.1. Presentation and interpretations of ACM results

The interpretation of the components or factors is the last stage. Finding the best set of variables that are highly correlated with a big number of important parameters is necessary for this phase. The correspondence matrix must be analyzed in order to accomplish this, as it indicates the significance of the variables for each component and so indicates the degree of relationship between the variables and the factors. Higher weighted variables are thought to be more representative.

To more evenly spread the variance that needs to be explained, one method is to rotate the components around the point of origin. By making it easier to understand the variable weights, this rotation makes Multiple Correspondence Analysis (MCA) interpretation easier. The Varimax method is the rotation method that is most frequently employed.

MCA is a useful technique for illustrating patterns that might be concealed inside a dataset, identifying homogeneous groupings or anomalous findings, and displaying correlations between variables.

Table No.18. Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,773
Bartlett's Test of Sphericity	Approx. Chi-Square	4625,91
	Df	465
	Sig.	,000

Source: Author, based on survey data

Recall that the Bartlett test of sphericity and the Kaiser-Meyer-Olkin (KMO) test are typically used to evaluate the significance of multiple correspondence analysis (MCA) with respect to the pattern of correlations between variables and the quality of the data.

As can be shown from the above table, the Bartlett test in the context of our investigation yields a chi-square approximation score of 4625.91 with 465 degrees of freedom, and the corresponding p-value is extremely low (0.000). This shows that the factors we analyzed are not independent of one another and have strong relationships with one another. The exploration of data structure and variable relationships hence justifies the usage of MCA.

Multiple correspondence analysis is relevant for studying the strategic and diachronic dimensions of entrepreneurship and the performance of newly created businesses in Kinshasa. The results of these tests show moderate sampling adequacy, and the Bartlett test indicates that the variables are inter-correlated.

Table nº19. ACM, eigenvalue analysis

	Valeurs propres initiales			Extraction Sommes des carrés des facteurs retenus		
Composante	Total	% de la variance	% cumulés	Total	% de la variance	% cumulés
1	3,923	32,656	32,656	3,923	32,656	32,656
2	3,405	20,983	53,639	3,405	20,983	53,639
3	2,874	9,271	62,91			
4	2,411	7,778	70,688			
5	1,684	5,432	76,12			
6	1,585	5,111	81,231			
7	1,362	4,395	85,626			
8	1,243	4,008	89,634			
9	1,103	3,558	93,192			
10	0,626	2,018	95,21			
11	0,557	1,796	97,006			
12	0,263	0,847	97,853			
13	0,195	0,628	98,481			
14	0,159	0,513	98,994			
15	0,08	0,258	99,252			
16	0,022	0,071	99,323			
17	0,001	0,677	100			

Source: Author, based on survey data from SPSS software

In multidimensional data analysis, the most crucial components can be found by analyzing the contribution of each component to the overall variance of the data, as demonstrated by the ACM eigenvalue matrix accompanying table.

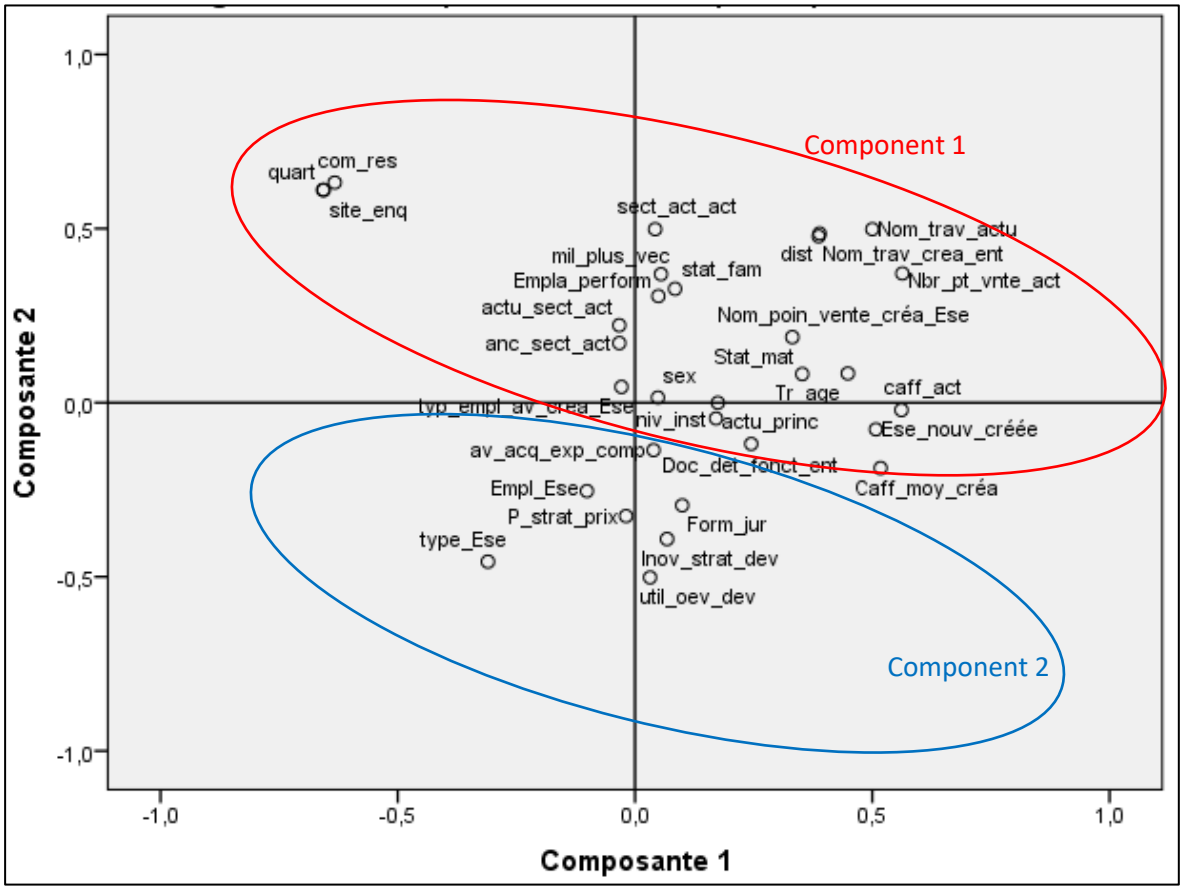
Through the analysis of this matrix, we find that the last components only account for a very little portion of the variation, whereas the initial components account for a considerable portion of the total variance. As an illustration, the first two components account for roughly 23.64% of the variation overall, indicating that they contribute significantly to the information found in the data.

To save most of the information while simplifying the analysis, it is customary to keep the first main components, which account for 70–80% of the variance. Given that they already account for more than 53% of the variance in this instance, components 1 and 2 would be appropriate candidates for additional investigation.

Similar to the eigenvalues, these first main components account for a significant portion of the data's overall variance. Because the first two eigenvalues are substantially larger than the subsequent ones, it is possible that these two components account for a sizable amount of the data's information. The subsequent components only account for a small portion of the variance, as the eigenvalues rapidly decline beyond the first two.

This indicates that since the first two major components account for a sizable amount of the variance in the total, it would be prudent to retain them for more study. This would keep the data well-represented while streamlining the analysis.

Figure n*1:Correspondence diagram



Source: Author, using SPSS software

Interpretation

Based on the graphs above, it can be inferred that two correspondences totaling a set of variables each were included in the multiple correspondence analysis (PCA) that was done.

The district, municipality of residence, neighborhood, survey site, sex, age group, marital status, level of education, main activity, documents held for the operation of the company, number of current workers, number of points of sale at the creation of the company, current number of points of sale, average turnover at the creation of the company, current average turnover, and status of newly created company are among the variables that make up the first component identified in the ACM.

This component represents contextual aspects and individual characteristics of entrepreneurs by combining variables including location of residence, education level, primary activity, turnover, and newly founded business status. It shows how these elements affect Kinshasa's newly established enterprises' performance.

The second component, for its part, covers variables like acquiring experience and skills prior to the establishment of the business, the type of employment that preceded the establishment of the business, the status of the family of origin, the most lived environment, the former and current sectors of activity, the number of workers at the time of the company's creation, the legal structure, the type of company, the current state of the sector of activity, the location of the business, the effect of location on the business's entrepreneurial performance, the use of low prices as a strategy for the survival and expansion of the business, and innovation as a strategy for the business's development.

The strategic decisions and activities made by entrepreneurs to grow and succeed their firms are referred to in this component, which also includes elements like the acquisition of expertise and skills, prior industry, legal structure, business location, and development plans.

The two components that were identified are seen as representing the strategic and diachronic aspects of entrepreneurship and the performance of newly established businesses.

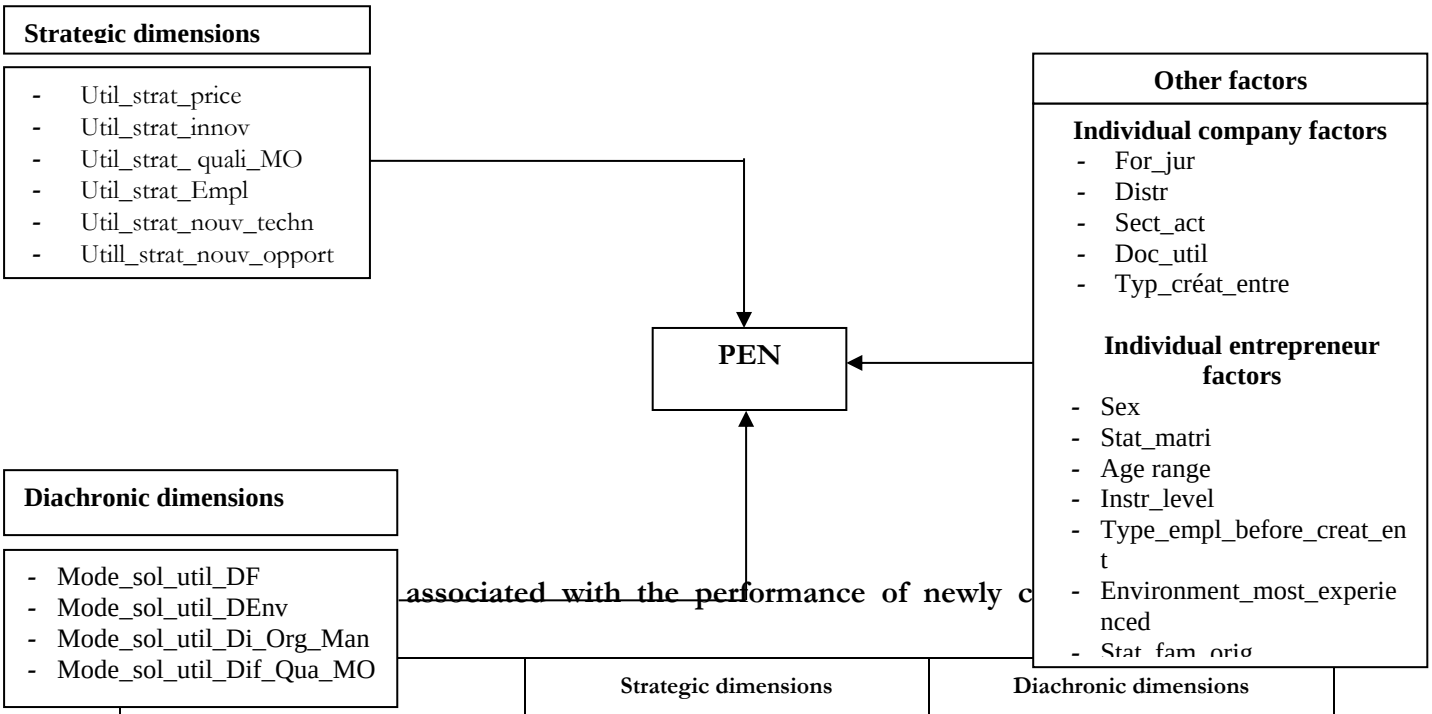
These companies' performance is impacted by the strategic and diachronic components of entrepreneurship. Contextual elements that affect business performance include domicile location, educational attainment, and primary activity. The performance of a newly founded business can also be significantly influenced by strategic decisions including the acquisition of expertise and skills, the industry in which the business was previously located, and future plans.

Comment

Two components that reflect the strategic and diachronic aspects of entrepreneurship and the performance of recently established businesses are shown by the multiple correspondence analysis (MCA) that was conducted. Contextual elements like domicile, educational attainment, and primary occupation can affect a company's success, as can strategic decisions like acquiring knowledge and expertise, transferring from one industry to another, choosing a site for the enterprise, and formulating expansion plans. These findings emphasize how crucial these factors are to comprehending and enhancing the performance of recently established businesses.

Figure n*3. Conceptual model of the entrepreneurial performance of newly created SMEs in the DRC

We schematize our model empirically as follows:



associated with the performance of newly c

	Strategic dimensions	Diachronic dimensions
Individual company factors - Legal status - District - Activity area - Company legal document - Type of business creation **Individual entrepreneur factors** - Sex - Marital status - age range - Educational level - Type of employment before business creation - Most experienced environment - Status of family of origin	- Using the pricing strategy - Using the innovation strategy - Use of the workforce qualification strategy - Using the Enterprise Location Policy - Use of new technology strategy - Using the New Opportunities Strategy	- Method of solution used to overcome financial difficulties - Solution method used to overcome difficulties linked to the internal and external environment of the company - Method of solution used to overcome difficulties linked to the managerial organization of the company - Method of solution used to overcome the difficulties linked to the qualification of the workforce.

Comment

The aforementioned table highlights the strategic and diachronic variables that impact the performance of recently established businesses in Kinshasa.

A few examples of specific business characteristics are industry, district, legal business paperwork, business formation type, and legal form.

The individual aspects of the entrepreneur encompass attributes like gender, marital status, age group (tr_age), education level, previous employment type prior to business development, most experienced setting, and family origin status.

The strategic dimensions deal with how businesses employ various tactics to boost productivity. The use of price strategies, creativity, labor qualification, company location, new technologies, and new opportunities are all included in this.

The diachronic dimensions center on how businesses address financial challenges, challenges associated with the company's internal and external environment, and challenges related to the managerial structure of the business. company and the challenges relating to worker qualification.

4. CONCLUSION

The performance of recently established enterprises in Kinshasa, Democratic Republic of the Congo, is examined in this article together with the strategic and historical aspects of entrepreneurship. It stresses the crucial role that SMEs play in Kinshasa's economic development and lists the difficulties they encounter. The quantitative approach—a questionnaire survey of 285 SMEs—is described in the methodology. Statistical tools like SPSS were employed for analysis and random sampling.

According to the survey's findings, men between the ages of 29 and 39 who have completed more schooling make up the bulk of entrepreneurs. Prior to launching their company, they primarily had professional experience.

The analyses point out a few crucial tactics that have contributed to increased performance, such as reasonable costs, high standards, and knowledgeable personnel. Although they were frequent, financial difficulties were overcome by individual resources.

In conclusion, the outcomes of small and medium-sized enterprises are impacted by strategic choices and the diachronic dimension throughout time. Additionally significant are their profile and context. A deeper comprehension of these elements can support Kinshasa's entrepreneurial growth.

In order to promote the economic development of SMEs in Kinshasa, this study conducts a quantitative analysis of the tactics employed by these businesses as well as the variables that impact their performance.

The following five pertinent recommendations can be retained from this study:

i. Improve SMEs' access to funding, especially through bank loans offered at favorable interest rates. This will enable them to grow and get over their financial struggles;

ii. Create continuing education courses for business owners to hone their strategic and management abilities. The performance of the company will rise as a result;

iii. Create creative businesses by utilizing accelerators and incubators. This will motivate SMEs to take advantage of new opportunities and technologies in order to become more competitive.

iv. Engage in awareness-raising campaigns about the value of skilled and competent workers. This will motivate more businesses to implement these tactical best practices.

v. Reduce bureaucratic red tape and enhance Kinshasa's business environment. This will assist in removing a significant barrier that the study identified as impeding the growth of SMEs.

i. Adopting these suggestions will enable public and private actors to support small enterprises, which are Kinshasa's main source of economic growth, more effectively and to encourage their sustainable performance.

5. BIBLIOGRAPHY

[1] [Banque mondiale. (2019). Autopsie des écosystèmes des micros, petites et moyennes entreprises en République democratique du congo. Analyse basée sur les données de Kinshasa, Lubumbashi, Matadi et Goma. https://documents1.worldbank.org/curated/en/359431584001543127/pdf/Scaling-Up-Ecosystems-for-Small-Businesses-in-the-Democratic-Republic-of-Congo-Analysis-Based-on-Data-from-Kinshasa-Lubumbashi-Matadi-and-Goma.pdf

[2] [Padmpme. (2020). Coup de pouce à l'entrepreneuriat. Rapport de lancement du projet d'appui au developpement des micros, petites et moyennes entreprises https://padmpme.cd/sites/default/files/2022-04/Rapport-du-lancement-du-PADMPME-fusionne-grand-1.pdf

[3] Agence nationale pour la promotion des PME (ANAPE). (2022). Plan stratégique 2022-2026. Kinshasa : ANAPE.

[4] ANAPE (2022). Agency nationale pour la promotion des PME. http://anape.cd

[5] Banque Mondiale (2019). Étude sur l'écosystème des MPME en République démocratique du Congo. https://documents1.worldbank.org/curated/en/307191565163024188/pdf/Etude-sur-l-Ecosysteme-des-MPME-en-Republique-Democratique-du-Congo.pdf

[6] Bergeron, G. (1999). Le développement d'indicateurs de performance multiples. Revue française de gestion, (123), 80-86.

[7] Chandler, G. N., & Anks, A. (2005). Exploring strategy content themes in the strategies of nascent entrepreneurs. Journal of Small Business and Entrepreneurship, 18(3), 255-270.

[8] Davidsson, P. (1991). Continued entrepreneurship: Ability, need, and opportunity as determinants of small firm growth. Journal of business venturing, 6(6), 405-429.

[9] Doriath, A., & Goujet, D. (2007). Entreprise et performance : de la conception à la mesure. L'Harmattan.

[10] Fayolle, A., & Senecourt, C.(2005). L'entrepreneuriat, une alternative crédible. L'Expansion Management Review, 117(4), 88-98.

[11] Gamela, J., & Lokokole K.S. (2014)

[12] Gamela, J., & Lokokole K.S. (2014). Dimensions stratégiques et diachroniques de l'entrepreneuriat et performance des entreprises nouvellement créées au Congo-Kinshasa (mémoire de Master). Université Protestante au Congo, Faculté des Sciences Economiques.

[13] Ged, F. (1983). Mesure de la performance. Revue française de gestion, (47), 52-61.

[14] Georgopoulos, B. S., & Tannenbaum, A. S. (1957). A study of organizational effectiveness. American Sociological Review, 22(5), 534-540.

[15] Guilhon, A. (1998). Performances industrielles et enjeux territoriaux. Revue d'économie industrielle, 83(1), 7-14.

[16] Hernandez, E. M. (1998). Strategies for the creation of high-growth firms. Academy of Management.

[17] https://padmpme.cd/sites/default/files/2022-04/STRATEGIE-nationale-de-developpement-des-PME-en-RDC-2.pdf

[18] https://theses.hal.science/tel-00136530/document

[19] Jidoud, A. & Bertrand, S. (2016). The dimensions of sustainable entrepreneurship and SMEs' performance. Sustainability, 8(11), 1115. https://www.mdpi.com/2071-1050/8/11/1115

[20] Lecerf, J. J. (2006). Concurrence et différenciation. A propos de la concurrence. Revue d'économie industrielle, 113(1), 9-25.

[21] Lecerf, M. (2006). Les petites et moyennes entreprises face à la mondialisation

[22] McDougall, P. P., Robinson Jr, R. B., & Denisi, A. S. (1992). Modeling new venture performance: an analysis of new venture strategy, industry structure, and venture origin. Journal of business venturing, 7(4), 267-289.

[23] Moumen, A. (2018). Entrepreneuriat et les motivations à la création d'une entreprises https://www.slideshare.net/AchrafMoumen/entrepreneuriat-et-les-motivations-la-cration-dune-entreprises

[24] Mulenda, J. (2011). Developing business strategy: An experience based approach. African Journal of Economic and Management Studies, 2(1), 9-23.

[25] Omandji, C. E. (2021). Les motivations entrepreneuriales des jeunes diplômés des universités en République démocratique du Congo. Journal of Management and Development Dynamics, 31(2).

[26] Omandji, L.P. (2021). Représentations entrepreneuriales des jeunes diplômés des universités congolaises : une compréhension par les récits de vie. Sciences de l'Homme et Société. Business Science Institute. Français. ffNNT : ff. fftel-04253340f https://hal.science/tel-04253340/document

[27] Padmampme, T. (2016). Barriers and challenges faced by Congolese SMEs. Global Journal of Management And Business Research.

[28] PADMPME. (2016). Diagnostic du secteur et appui à l'élaboration d'une Stratégie Nationale de Développement des Petites et Moyennes Entreprises en RDC. Référence du dossier : IC / UNCDF / 345 Int / 2015

[29] Porter, M. E. (1982). Choix stratégiques et concurrence. Economica.

[30] Quiles, M. (1997). La PME, objet multiforme. SES Journal Economie.

[31] Robichaud, Y. (2008). Stratégies et tactiques des Pme en hyper-compétitivité. Presses de l'Université du Québec.

[32] Sadiki, M.J. (2022). Analyse du secteur agroalimentaire et perception du climat des affaires des micro et petites entreprises au Sud-Kivu https://orbi.uliege.be/bitstream/2268/293377/1/The%CC%80se%20SADIKI%20MUTARUSHWA%20Jacques.pdf

[33] Tell, J., Rafiq, M., & Ford, D. (2011). The impact of dimensions of strategic agility on manufacturing performance. International Journal of Agile Systems and Management, 4(1), 1-18.

[34] Vernimmen, P. (2007). Finance d'entreprise. Dalloz.