

# Banking Concepts is Becoming Very Important Businesses for Entrepreneurship- A Case of the Impact of Commercial Banks Towards Entrepreneurship Business in Sierra Leone

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**Abstract:** In recent years, the role of commercial banks in fostering entrepreneurship has gained significant attention, particularly in developing economies where access to financial services is limited. This study examines the importance of banking concepts in supporting entrepreneurial activities, with a specific focus on the impact of commercial banks on entrepreneurship in Sierra Leone. Using a case study approach, the research explores how financial inclusion, access to credit, and banking services influence the growth and sustainability of small and medium enterprises (SMEs) in the country. The findings reveal that commercial banks play a crucial role in enabling entrepreneurs to access the necessary financial resources, thereby enhancing business viability and economic development. However, challenges such as limited financial literacy, inadequate infrastructure, and regulatory barriers remain significant obstacles to effective banking support for entrepreneurship. This study contributes to the growing body of literature on the intersection of banking and entrepreneurship, highlighting the need for policy interventions that enhance financial inclusion and support entrepreneurial ecosystems in Sierra Leone and similar developing contexts. The results underscore the importance of strengthening the relationship between commercial banks and entrepreneurs to promote sustainable economic growth and poverty reduction.

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## I. INTRODUCTION

This piece introduces the topic under review. Because of how factories started during the industrial shift - funded by investors - banks now see value in backing small ventures across Sierra Leone. As a result, their role in helping new business owners grow has become more relevant today. One key reason behind rising entrepreneurship ties back to broader operational demands placed on company leaders lately.

### ➤ *Background to the Sierra Leone Economy*

Sierra Leone sits on Africa's western edge, touching Guinea up top and on the right side. On its lower left corner, it shares borders with Liberia. The country covers about 71,740 sq km - roughly the size of some small nations. Back in 2007, folks counted around 5.9 million people living there.

Sierra Leone gets a lot of outside help, mostly through global aid groups. Countries like the U.S., Italy, and Germany also provide support, but the UK and EU give the most. Back

in 1987, the country joined an IMF reform plan meant to fix its struggling economy - stabilize things first, then open doors for small businesses to grow and lift people out of poverty.

These changes happened through various IMF and IBRD efforts - like the Right Accumulation import scheme, Structural Adjustment Credit, along with ADB-backed reform funding. Support came via aid packages from the EU, UNDP, plus the UK. The overhaul touched areas like budget handling, state-run firms, money policy, power sector upgrades, travel industry shifts, currency value rules, commerce policies, dealing with foreign debt, legal systems updates, government workforce structure, output growth, medical services, schooling plans, ecological safeguards, disaster help, rebuilding projects.

Apart from the clear impact on how well state-run companies perform, several concerns show up in nearly every kind of national planning discussion - whether it's trade, health, or infrastructure. Each area faces similar challenges

even if the focus shifts slightly depending on the topic at hand.

Sierra Leone's economy is tiny, yet its overseas borrowing grew heavy over time. The roots of its debt troubles trace back to oil shocks plus bold projects launched during that period. Foreign firms struggled to send earnings home due to scarce currency - officials pointed fingers at poor financial handling, so several international companies shut down.

The economy got stuck with no cash by the mid-80s, while currency values began swinging wildly. To pay for imported goods, loans from abroad became necessary. Because of this, the IMF placed Sierra Leone on its debt warning list by 1980's end. By 1989, the country ended up under IMF oversight via the Structural Adjustment Programme. (Tarawally, 2003).

The overall foreign debt compared to GDP jumped from 97.4% back in 1990 up to 182% by 1999. Because of war funding needs along with weak domestic output, business activity slowed down. Debt relief attempts worked out thanks to payment delays arranged via the Paris Club deals in '92, '94, and '98, which helped settle balances with institutions like ADB, EIB, and IBRD.

Poor folks make up most of Sierra Leone's people - this place ranks last on the human progress scale, earning barely anything compared to others worldwide. Life here feels rough, packed with daily struggles; lots live on less than a dollar each day, scraping by however they can.

Poverty reduction stayed central to what the government pushed. Instead of waiting, the Social Action for Poverty Alleviation (SAPA) launched - offering small loans while boosting family earnings during Structural Adjustment shifts. Alongside it, NACSA stepped in; both formed with one aim - to tackle hardship head-on.

Economic growth's been slowed - too much focus on mining. Past leaders, along with everyday people, kept thinking diamonds or gold alone could bring in cash from abroad while pulling investors in.

#### ➤ *Background to the Study*

Some folks talk about starting businesses using words like "entrepreneurial factor," "function," or just calling it a kind of drive. This idea treats business-building as its own kind of resource - separate from land, labor, and money - and says founders get paid because there aren't many who can do what they do. When looked at as a role, it's tied to spotting chances and making use of them - or simply launching something new. Acting in an enterprising way means mixing bold moves, fresh ideas, and staying ahead of the game - not waiting around (Miller, 2003).

In short, it brings together Schumpeter's idea of the inventive entrepreneur (2002), Knight's view on bold entrepreneurs facing unknowns (2001), along with those driven by creativity who spot fresh chances. Focusing on

entrepreneurial drive highlights why some foresee gaps in markets better or can invent ways to form "new mixes." This initiative includes starting things, taking risks, refreshing old models, or coming up with something different - whether within a company or beyond its walls. In the end, the spark of entrepreneurship points toward curiosity, discovery, and making changes, unlike managers who mainly focus on using known openings.

The main job of an entrepreneur is starting businesses. This can be looked at through one person or a team - focusing on mindset, learning history, upbringing, or family ties. It might also shift to surroundings, checking conditions that help ventures grow. Another angle explores economic, social, and cultural settings shaping enterprise.

The way individual entrepreneurs are studied looks at factors behind why they emerge - like traits they have, mental makeup (desire to succeed, ability to stay in charge, handling uncertainty, willingness to gamble), or outside aspects (schooling, background, connections, upbringing, among others).

#### ➤ *Problem Statements*

Some research - both theory and real-world tests - shows how banks help small businesses grow. That's mainly due to how vast and ever-changing the banking setup really is, especially with new rules popping up lately. These updates don't just affect local markets; they ripple out from tiny regions into worldwide financial systems.

In truth, plenty of poorer nations haven't built strong money networks, simply because those weren't seen as urgent - so they stayed low on their progress lists; meanwhile, richer countries understand how vital finance is to their success, treating it like the core engine since it lines up business efforts while guiding cash where it's needed most.

#### ➤ *Significance of the Study*

Financial growth could be key for small businesses, because solid banks and markets help cut down on hidden fees and unclear info. Still, lenders are now more involved in spotting chances to invest, picking winners, gathering cash from savers, making trades easier, spreading out risks - also boosting how startups run.

Still, pushing progress takes enough cash on hand plus solid investments that keep the economy growing steady. Lately, boosting saving efforts has gained attention - it makes sense because how much people save can shape small business success by funding useful projects. So getting more savings flowing is key if you want strong, lasting economic gains.

## II. LITERATURE REVIEW

#### ➤ *Concept of Entrepreneur*

To certain economists, the entrepreneur takes on the gamble of starting something fresh when big earnings seem possible. Yet others highlight their part as someone who

creates and sells a unique idea. Some experts argue these individuals make what people want but can't yet get.

In the 1900s, Joseph Schumpeter - born in 1883, died in 1950 - looked at how entrepreneurs push new ideas that shake things up. Instead of just growing slowly, their energy forces big shifts. Because they chase progress, old ways get replaced fast. While some resist, change happens anyway through bold attempts. So disruption isn't accidental - it comes from ambition mixed with vision.

Schumpeter saw entrepreneurs as drivers of change - shaking up old systems just by trying something fresh. Instead of copying what's been done, they mix things in new ways, quietly replacing outdated methods. Old habits fade when smarter approaches pop up. This shift doesn't happen gently - it pushes aside what used to work.

Business thinker Peter Drucker (1909–2005) pushed this concept ahead, showing entrepreneurs as people who hunt for shifts, adapt fast, then use those shifts to gain advantage. Take communication tech - typewriters gave way to PCs, which led into the web - that shift makes his point real.

Most experts now say starting new businesses helps boost jobs and wealth across countries. In poorer nations, small firms tend to create most new work chances, raise earnings, or help ease hardship. Because of this, public backing for founders can really shape how fast an economy moves forward.

Running a business is what people mean when they talk about entrepreneurship.

- *Starting Fresh Companies:*

- ✓ Small businesses
- ✓ Sole proprietorships
- ✓ Family owned businesses

- *New Startups Expanding Fast:*

- ✓ Franchises
- ✓ Intrapreneurship

In old-school thinking, starting a business was what defined entrepreneurship - so people believed those abilities could come from practice. Instead of just being born with them, you could learn how to do it by getting coached or trying things out.

These days, people see starting things not just as business - it shapes how we act across jobs, schools, or communities; because of this shift, learning must change too. Teaching now should build confidence, habits, problem-solving, and strengths - tools useful whether you're working in government, nonprofits, colleges, big firms, or launching something fresh.

- *Training and Entrepreneurship Skills for Growth*

Plenty of nations along with global groups - take the EU, for example - have tried boosting business-driven growth using hands-on steps or broader policy tools (European Commission, 2002). So it makes sense that decision-makers really want to measure and stack up their country's startup strategies against others. Their aim? Spot smart approaches in crafting such policies while pulling out solid tips for local leaders. And these aims remain top priorities on the list for

European Commission (Bodas Freitas and von Tunzelmann, 2008). Tackling these key challenges gets tougher because newer research hints that policy tools or structures might not guarantee success - instead, it's about matching policies well with the local business climate where they're used (Desrochers and Sautet, 2008). Although boosting an entrepreneur's management abilities matters a lot - for those aiming to expand their ventures - support organizations and decision makers should also focus on refining regulations, opening market pathways, delivering practical and advisory help, shaping encouraging community attitudes, along with expanding financial opportunities, so real growth-friendly conditions emerge where businesses can thrive.

- *Entrepreneurs as Financial Intermediation*

Finance gets used in many ways - by businesses, people, or groups making money moves. To cover those needs, a mix of places offer cash help. These spots go by the name of financial institutions. Take commercial banks - they're part of this crew handling money tasks. Their main job? Moving cash from savers to borrowers, turning deposits into loans through lending action.

In early times, before banks or loans existed, someone wanting to spend more than they had would seek out a rich individual to borrow from. That setup's called direct financing - no middlemen involved. According to Afolabi (1998), even though it sounds basic, it worked back then since money needs were small - mostly for things like weddings, funerals, or simple farming jobs. Besides, he said capital could still build up without any financial go-betweens. So imagine two people striking a deal face-to-face; in cases like that, there's just no need for an intermediary. Also, if nobody has extra cash or shortages, the whole idea of mediating funds falls flat. Still, today's money dealings wouldn't work well - maybe not at all - without middlemen, since businesses now face bigger challenges and need way more funds. Forget about how complicated things have gotten; lending on your own always had flaws - like decisions based mostly on personal opinion, poor returns for lenders, shaky ways of backing loans that could get harsh, payback windows so tight they blocked real progress, making it nearly impossible to fund extended efforts using cash gathered this way, just to name a few.

- *Requirements of Financial Intermediation*

Afolabi (1998) says financial middlemen need three things to work well - these traits go by the name of cost, ease, and trust. While some call them the three C's, others just see

them as basics; each plays a role when money moves between parties.

- *Cost*

Cash outlays mean what a person pays when working with a middleman - like fees, cuts from profits, or loan rates. These payments should stay pretty small if folks are gonna use such services. Take village lenders - they often slap on sky-high rates, so only those desperate for funds go to them, mainly because banks won't lend to these guys. When using an agent gets too pricey, most individuals just skip the step altogether.

- *Convenience*

Doing business should feel smooth - no tough steps or confusing rules. How simple is it to get things done? The process shouldn't need a degree or expert help. As Afolabi noted back in 1998, filling out papers easily matters a lot. So does understanding what the words mean. Waiting time plays a big role too. Oh, and convenience might actually cost money. Some expenses come from how easy things are to access. Suppose the middleman's location is way off - then folks face extra travel fees plus hassle every time they need to handle transactions, even if internet banking already made it easier than before.

- *Confidence*

Trust matters just as much when it comes to handling money through banks. Ujah said back in 2010 that folks need to believe their chosen bank will do what it promises. When you save, you've got to feel sure your cash'll come back exactly how the deal was set up. So take a checking account - your funds should be ready whenever you ask for them. With time deposits though, access kicks in once the period ends - or after waiting out any notice window, especially with accounts needing advance warning before pulling funds.

Maybe trust is the main thing holding up banking systems together. People won't hand cash to someone collecting every day if that person's seen as dishonest - also, they'll avoid banks they think might collapse. Even worse, if someone already lost funds when a bank shut down before, they're likely to steer clear of others later on, keeping their money far from any middleman whenever possible. So really, if we want banks to gather savings effectively, there's got to be rock-solid protection built in and kept going strong (Afolabi, 1998). If one bank collapses, it isn't just its users who feel the pain - everyone gets hit since trust in money matters can take a nosedive. As Uche noted back in 2001, when banks fail, the damage spreads through the entire economic system like ripples.

Back then, local banks in Nigeria struggled with trust during the 1940s - lots had collapsed just years before. Still, by the mid-90s, when numerous finance firms along with a few banks shut down, people once more lost faith. Expense.

➤ *Financial Development and Economic Growth – Empirical Evidence*

The role of banks in boosting economic growth has come up often in research. Back then, thinkers like

Schumpeter in 1991 pointed out how they help new tech thrive by acting as middlemen. Instead of just holding money, he saw them pushing savings toward inventors who could turn bold ideas into real products - this kind of smart support drives progress. Others later agreed - people like Mckinnon (1973), Shaw (1973), plus King and Levine (1993) - each adding weight to the idea that strong banking lifts economies. When checking this connection, many modern data-based papers use indicators like scale or layout to show how finance growth ties into broader national expansion. They look at big-picture stats - like how large banking systems are compared to GDP - or how much outside funding flows into businesses. Then they spotted a clear link: stronger finance tends to boost economic expansion.

- *Financial Development Drives Growth in the Economy*

The idea of cause and effect here was first explained by Patrick back in 1966 - called supply-leading versus demand-following. Mckinnon later supported this view in 1973. If finance moves before growth follows, that's known as supply-leading, since financial bodies boost service availability, sparking economic expansion. Those who agree with this think banking actions directly strengthen how much an economy can produce. Some believe nations with stronger money systems usually expand quicker. Mackinnon (1973) mentioned a farmer might save enough to buy just a bit more fertilizer, so extra profit from that small boost can be worked out. But realistically, someone without much cash couldn't possibly cover full costs for new tools through present savings alone. So during the shift - lasting maybe one or two seasons - he figured getting loans would probably be essential.

Looking deeper into past studies, King and Levine's 1993 work stands out - analyzing data from seventy nations, both rich and poor, using broad statistical comparisons. Their goal? To check if stronger financial systems link clearly to quicker present and later economic gains, better investment in physical assets, along with sharper efficiency in markets. Findings revealed something key: money-related progress doesn't just come after growth - it actually helps drive it.

- *Growth in the Economy Motivates Financial Development*

When the economy expands, demand for banking services goes up - this pushes financial systems to grow. That idea's called the demand-following view. Supporters say economic progress drives changes in finance. As businesses expand, they need more money tools - that lights a fire under banks and lenders (Gurley and Shaw, 2007). Robinson (2002) figured busy markets push banks to fund new ventures. So, when businesses move ahead, money flows follow. Research done by Mushin and Eric back in 2000 about Turkey supports this idea. Their findings showed that whether using bank deposits, private credit, or domestic credit ratios as signs of financial progress, the cause-effect link goes from economy expanding toward finance improving. Because of that, they figured economic rise actually drives changes in the financial side.

➤ *Delegated Monitoring and Banks*

A common point about bank-heavy setups? They tackle tricky info gaps. Say someone borrows money - what's to stop them slacking off or picking shaky plans instead of solid ones? Effort levels might dip. Risky bets could replace safer moves. When returns fall short, blame shifts fast: "It was just rotten luck," not poor choices or laziness. Banks step in here, helping sort truth from excuse. Lenders won't see what borrowers do unless they spend money to keep an eye. When lots of lenders are around, nobody wants to step up. One by one, each thinks it's too tiny to matter. Instead, everyone hopes another covers the expense. That way, they skip paying but still gain. So in the end, zero checking happens.

A potential fix? Bring in one watcher to keep an eye on the borrower's moves - someone who follows along, sees the choices made, yet stays neutral. This way, actions get noticed without extra noise or confusion piling up later down the line.

The issue shifts to watching the watcher - so she really checks on those who borrowed. Instead of handling it directly, Diamond (1984) lays out a system where someone else takes charge of keeping track.

➤ *Banking Crises*

Banks help turn short-term cash into long-term loans. Instead, they gather instant-access savings and borrow from quick finance spots - then use it for extended investments. That gap makes shared risk easier for savers yet leaves banks shaky if everyone pulls out at once. Withdrawals might come from regular people pulling accounts (small-scale rushes), or vanish when lenders stop rolling over credit (big-market freezes). With Northern Rock in the UK near 2007's end, both types hit together. Some rushes start one way, others begin differently. One type pops up out of nowhere - sudden fear spreading fast through crowds, like a wave, as Kindleberger said back in '78. The second kind grows from deeper roots tied to shifts in the economy's natural rhythm, something Mitchell described in 1941.

The panic perspective sees crashes as unpredictable happenings, not tied to shifts in actual economic conditions - instead appearing out of nowhere, separate from everyday market movements.

➤ *Relationship Banking*

Some recent studies look into pros and cons of bank-client ties (check summaries by Boot 2000, Gorton & Winton 2003, or Degryse plus Ongena 2008). While strong long-term links can improve banks' insight into businesses - helping ease data gaps common in loans - they might still lead to issues like dependency traps or loose repayment discipline.

➤ *The Corporate Governance Role of Banks*

The role of banks owning shares in companies across Japan and Germany - alongside weak takeover markets - has sparked ideas about how oversight works there. Instead of takeovers keeping firms in check, banks step in as watchdogs. In Japan, they call it the main bank setup. These ties tend to last years, linking a lender closely to one company. Not only do these banks lend money - they also hold stock. If trouble

hits, they don't back off; they get involved fast. Some say this hands-on role replaces what shareholders might do elsewhere. Because of this, the gap between owners and managers shrinks without needing aggressive investors. Still, real-world results about how well the main bank setup works aren't clear - some studies show one thing, others another (check out Hoshi, Kashyap and Scharfstein from 1990 and '93, plus Aoki with Patrick in '94, also Hayashi by 2000). Mostly though, that system seems to matter more when money troubles hit, yet fades into background once things go smoothly.

In Germany, instead of a main bank setup, there's what's called the *hausbank* model. These banks usually stick close to companies, building lasting connections - not just through lending or owning stock, but thanks to voting power they hold indirectly. Research has shown that this kind of external oversight by German lenders actually works well - Gorton and Schmid pointed that out back in 2000.

### III. METHODOLOGY

Yin (2009) outlined four different ways to do research - case studies, experiments, surveys, plus looking into historical data or old records. Whether you pick one depends on your question, says Yin (2009). If the query asks who, what, where, how many, or how much, go for a case study instead. When it's about similar things - who, what, where, amounts - but no need to influence behavior, archival review fits better. For questions like 'how' or 'why', especially if actions can't be controlled by researchers, using past documents or history works best.

Research might be numerical or descriptive. When numbers are used, results come from math-based techniques instead of guesswork. Because of the specific issue being studied, going with number-focused methods - especially those tied to real-life examples - seems most likely to lead to solid answers about the core question.

➤ *Population and Sampling*

Mugenda and Mugenda (2003) say a population means any clear group of people, items, organizations, actions, or homes under study. Instead of picking samples, the research looked at every financial body in Sierra Leone by December 31, 2015. That timeframe gave enough variation to see how these bodies affect money outcomes. It also made it possible to use up-to-date numbers so findings show what's happening now. Because there weren't many such institutions, checking each one felt more accurate than using estimates.

➤ *Looking into a Real-Life Example*

Yin (2009) mentioned case studies might test ideas - either backing them up or proving them wrong - based on earlier theories. How useful a theory it depends on how well it fits real-world situations when doing case study work. So, researchers rely on theory to make sense of what they see. This paper looks at ideas about financial middlemen in banks and similar bodies, along with their impact on the economy, checks how these organizations perform financially, how they earn money, also where they spend it.

In this approach, attention isn't fixed on just a few set traits - instead, it zeroes in on elements that actually clarify what's happening. People see case studies as ways to test ideas through real-world use. Ideas that make solid sense stick around, getting applied later elsewhere; ones failing to fit get tossed aside without delay.

The study aimed to gather info on how banks handle money matters. Info came from records showing earnings, spending, savings deposits, lending figures, cash put into government bonds, reserve funds, plus interest made or paid out. Yearly reports from these banks helped work out key financial and profit measures. Different performance markers like ROA and ROE were used, along with checks on cash flow and overall stability.

➤ *Theoretical Approach*

A look at financial middlemen can happen by checking shifts in key factors across different times. It's possible using ongoing study setups - gathering info at several moments - or a backward-looking method that weighs today against earlier years, relying on memory-based details. Because there wasn't enough time or resources, the choice fell on the back-in-time approach using remembered facts for pulling together information. Also, workers from money-handling firms and inspectors from Sierra Leone's oversight unit talked about how these organizations performed. These talks helped support what the number-focused analysis showed.

➤ *Data Collection*

Yin (2009) pointed out that a big part of case studies lies in pulling info from different angles - all pointing to similar

questions. Info might show up through documents, live watching, talks with people, old files, or actual objects you can touch. Talking one-on-one with selected folks means asking them things directly - that's what interviews are. These chats could go freeform or follow a script, stay broad or zoom in, happen in person or over the phone. Stored data like balance sheets, org charts, maps, and alike fall under archive materials. Direct observation means watching something happen in real life while gathering info - researchers check out what's going on themselves. Instead of just asking questions, they look at how things actually play out. On the other hand, physical artefacts involve picking up objects like gadgets, tools, artwork, or anything tangible that holds clues. These items aren't ideas - they're stuff you can touch and examine.

**IV. RESULTS INTERPRETATION AND ANALYSIS**

➤ *Management and Staff Questionnaire*

This part looks at answers from the survey given to SLCB managers and workers in Sierra Leone. It aims to go over key points from the literature review shared earlier. Not every question gets attention - some didn't add much to the findings. A few topics weren't in the survey, yet came up during personal interviews done later.

The results from the analysis show up just like the questions were asked. To get clear answers, the researcher worked through the data using Microsoft Excel. Right after that comes a look at personal details, then moving on to what came out in the rest of the research.

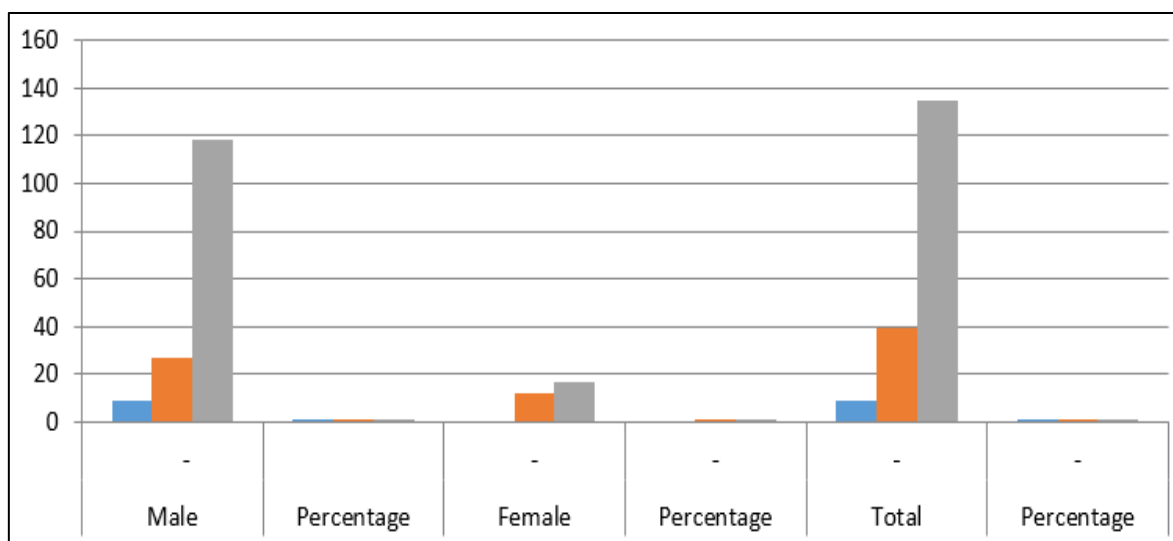


Fig 1 Bar Chart Illustrating Age Profile of Respondents

This table shows that thirty-five per cent of respondents are between the ages of twenty-eight and thirty-seven. Thirty-

eight per cent of respondents are between the ages of forty-eight and older than fifty-seven.

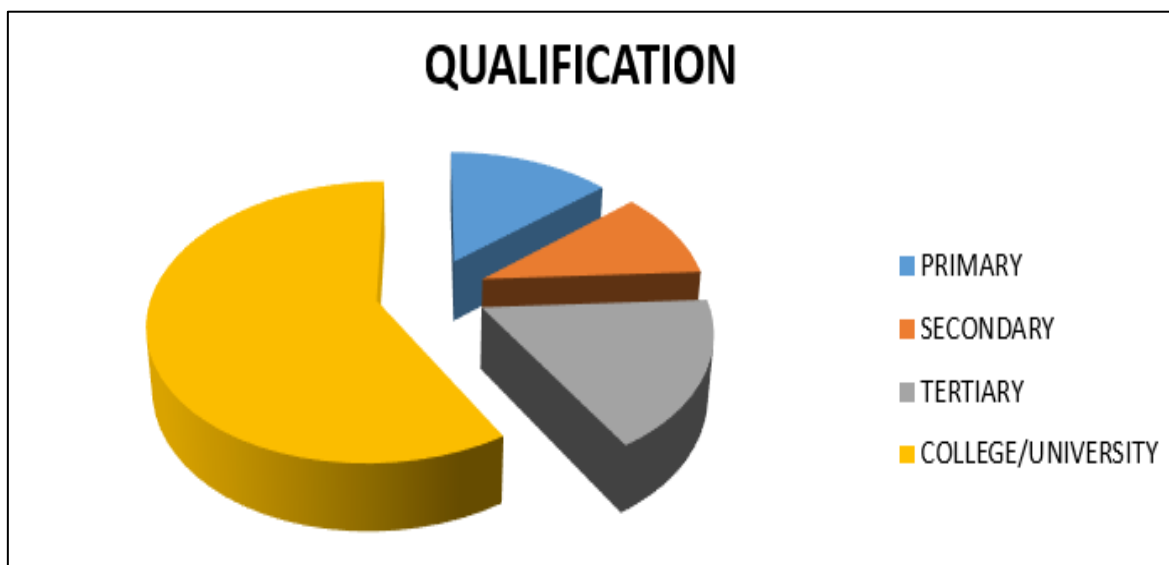


Fig 2 Bar Chart Illustrating Highest Qualification

From Table 1 it is clear that seventy six per cent of respondents have qualifications of either a Diploma or a Degree. Ten per cent have University qualifications and the rest do not have University qualifications. It is apparent that the majority of the employees of various Organizations operating in Sierra Leone are qualified and professional

people by trade whiles majority of staff at SLCB have tertiary and secondary school education.

➤ *The Need and Understanding of Impact of Commercial Banks Towards Entrepreneur Business Sierra Leone*

Table 1 The Need and Understanding of Impact of Commercial Banks Towards Entrepreneur Business Sierra Leone

	FREQUENCY	PERCENTAGE	VALID %	CUMMILATIVE %
Yes	24	82.8	82.8	82.8
No	5	17.2	17.2	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

This table reveals that eighty three per cent of respondents understand entrepreneur business. It should be a cause of concern that seventeen per cent of respondents do

not understand the system at all. It is clear that some staff members were not given sufficient training to explain what the entrepreneur business entails.

Table 2 How would you Best Describe the Entrepreneur Business?

	FREQUENCY	PERCENTAGE	VALID %	CUMMILATIVE %
Opportunity to excel in my work	1	3.4	3.4	3.4
Doing what Management wants me to do	3	10.3	10.3	13.8
A process of management working together with Staff in creating a Win-Win situation	5	17.2	17.2	31.0
A process of only benefitting a select few	4	13.8	13.8	44.8
Measuring of one's performance against the agreed target	16	55.2	55.2	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

This table indicates that the majority of respondents – comprising fifty five per cent – describe Entrepreneur Business as measuring one's performance against the agreed targets. Seventeen per cent said that is a process of management working together with staff in creating a win-

win situation. Fourteen per cent replied that it is a process of only benefiting a selected few and the rest felt that it was doing what management wanted them to do and the opportunity to excel in one's job.

Table 3 Is the Culture of Entrepreneur Business being Driven on a Daily Basis?

	FREQUENCY	PERCENTAGE	VALID %	CUMMILATIVE %
Yes	8	27.6	27.6	27.6
No	21	72.4	72.4	100.0
<b>Total</b>	<b>29</b>	<b>100.0</b>	<b>100.0</b>	

Table 3 shows that seventy two per cent of respondents reported that they do not agree with the statement that the culture of performance is driven on a daily basis. This raises concern, because it is expected of management to ensure that

performance is being driven on a daily basis because employees' salary increase depends on their performance. Twenty eight per cent of respondents reported that performance management is driven on a daily basis.

Table 4 Can the System Actually Make a Difference?

	FREQUENCY	PERCENTAGE	VALID %	CUMMILATIVE %
Yes	11	37.9	37.9	37.9
No	18	62.1	62.1	100.0
Total	29	100.0	100.0	

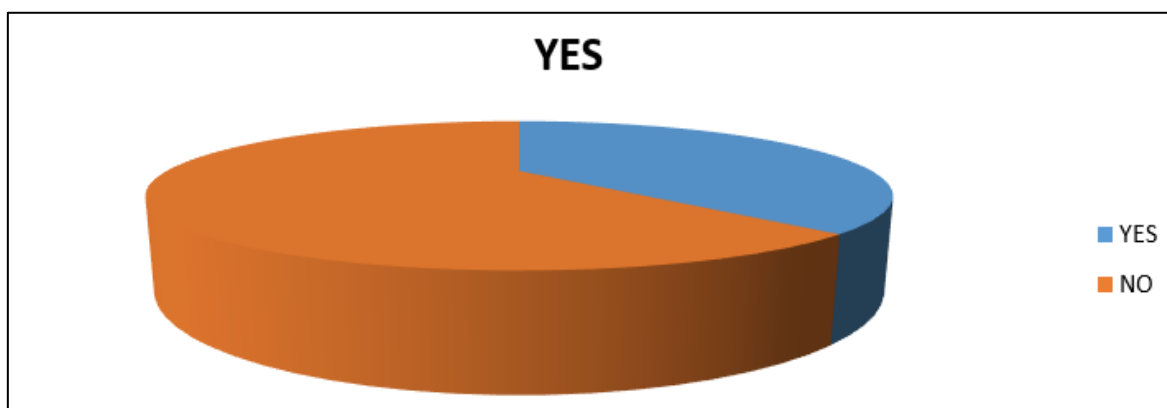


Fig 3 Can the System Actually Make a Difference?

Most people - 55 percent - said the system doesn't help them at all. That's kind of worrying, since most workers feel it offers no real benefit. Chances are, they're just doing what's required, mainly because they want their paycheck. On the flip side, 45 percent did say they get something useful from it. This figure's roughly seven percent higher than last time, when people said if they liked the setup or not. Overall, most folks aren't satisfied - mainly 'cause the system doesn't do much for them as SLCB employees.

The study shows 48% of people agree with the idea, while 28% aren't sure - 24% say no. About half support it, suggesting they likely follow rules closely; meanwhile, some just don't care since those rules seem irrelevant to their work. Based on survey answers, the author concludes that more than half - 52% - see running an entrepreneurial venture as a profitable move.

➤ *Qualitative Responses on one-on-one Interview*

Earlier on, the researcher chose to create a survey for SLCB supervisors. This move aimed to gather insights into how the performance review process works, using theme-based sorting. In different companies across Sierra Leone, team leaders and branch heads handle the setup. Contact was made with top managers to set up personal chats within that circle. Below you'll find what participants said when asked during those talks.

➤ *Performance Indicators of Commercial Banks*

Most times, folks check how well banks are doing by looking at number patterns, comparing them to others, judging results next to planned goals - or sometimes tossing all those ways together.

Few financial ratios show how well a company is doing or where it stands money-wise. Since these numbers come from standard reports, they're usually easy to work out. Instead of just looking at totals, comparing past patterns helps spot changes over time. Some companies even use them to judge against others in the same field. Under certain conditions, odd shifts in ratios might hint at serious trouble ahead.

Sierra Leone's GDP per person rose from 1.85% between 1970-74 up to 3.61% in 2005-07. Growth stood out in the early '70s, early '80s, then again after conflicts ended around 2000-04 and 2005-07. Although numbers climbed later on, earlier gains before war weren't strong enough to lift living conditions much. For long stretches, progress was weak - especially from 1975-79 and through most of the time until 1999. The steepest drop came mid-1990s amid fighting, when income shrank by 6.28%. Things look worse once you stack average national results next to broader development group trends.

Besides HIPC nations, Sierra Leone saw the slowest average GDP per capita rise from 1970 to 2007 - just 0.36 percent yearly. Maybe drops in income starting in 1985-89, then war years between 1990 and 1999, hurt its economy so much that it now trails nearly every global group. Growth hasn't just been low; poverty levels here are notoriously bad too. Take the UN's development records - they show Sierra Leone stuck near the very bottom of the human progress list since day one. On top of that, it ranks among the worst globally for newborn deaths. Both its development score and child survival rate stay way below sub-Saharan Africa's average - even though that region itself is already at the lower edge worldwide. Despite grim poverty numbers, Sierra Leone

gets lots of help from donors - aid jumped after the 11-year war ended. Because of this, it still relies heavily on support, with more money sent than what's typical even across poor countries in sub-Saharan Africa.

So, even though there's been strong outside financial help, the nation still struggles with slow growth and deep poverty. Yet oddly, few studies have looked into how well money policies actually work here - leaving a big question open: are these tools failing on purpose, or is ongoing hardship tied directly to their weak performance in a place that relies heavily on foreign support?

This research adds to the small pile of work on how money moves affect growth in single nations - skipping issues tied to mixing different countries' data. It shows proof about whether central bank actions really work in a place where nobody's looked before, while also serving up an example from a nation leaning heavily on foreign help, stuck with weak results in its economy, yet enduring long stretches of serious political chaos.

This research adds to the small pool of evidence on how well monetary policy works in under-studied nations, while also exploring how its effects might shift over time - especially after conflict ends. Instead of looking across many countries like Collier and Hoeffler (2002), it zooms in on one nation: Sierra Leone, which lived through more than a decade of violent war. On top of that, rather than sticking to just one method - which most local studies do - it combines multiple ways to measure how money policies shape economic growth.

## V. SUMMARY, CONCLUSIONS AND RECOMMENDATION

### ➤ *Summary*

Commercial banks move money from people who have extra to those who need it. Instead they handle payments, offer advice about work stuff, or help get things done for clients.

A look at Sierra Leone's commercial banks - how they shape the economy, measure success through numbers, rely on ratio tools but also face their downsides, handle earnings and costs in daily operations.

Even though info came from firsthand and published materials, the focus leaned on existing records instead. Details were pulled from Sierra Leone Commercial Bank's financial reports, books, articles, or similar printed resources.

The teams from Sierra Leone Commercial Bank and the central bank talked things through - aiming to judge how well the bank's doing. Financial figures got broken down, using measures like ROA, ROE, or liquidity levels.

Bar graphs or pie charts helped show the data. Different visuals gave a clearer picture now and then.

The findings came out topic by topic - how the Sierra Leone Commercial Bank runs day to day, what its stakeholders are asking for, while also looking into how the bank's growing.

### ➤ *Conclusions*

The info gathered to check how well Sierra Leone Commercial Bank is doing showed up in chapter four (4), where it got shared and talked about. Because of what turned up, along with the breakdowns and chats, these takeaways came through:

The performance of Sierra Leone Commercial Bank during that time didn't rise steadily - instead, it went up and down. Some years showed good ratios, while others showed poor ones. Although the bank earned more money, its spending jumped sharply at the same time, leading to losses.

The bank earned money in 2017, then again in 2018. Back in 2007, it lost funds - likely because of shifting leadership, seeing how the Sierra Leone Commercial Bank is fully state-run. Around that time, new private banks popped up everywhere, siphoning off what small earnings this one had.

The bank's size went up overall during this time. That's due to a big rise in total assets, along with deposits and lending activity.

Because the bank kept losing money, owners didn't get returns during much of the time looked at. You could see this clearly - equity return was often below zero. So, it failed to deliver what owners expected - in this case, the state.

- The bank's assets didn't deliver what they should've - ROA stayed mostly in the red.
- The bank didn't do great in daily operations, yet it still followed most rules and safety standards; its cash flow level stayed okay, equity levels met guidelines, also it sent correct updates on time to the Bank of Sierra Leone.
- The bank always handled customer demands just fine - staying flush with cash, facing almost zero operational hiccups, besides keeping response times reasonable most of the time.

### ➤ *Recommendations*

Given these results plus what we've learned, here's what should happen next:

- *When Making Policy Moves*

The Sierra Leone Commercial Bank needs to spend less while also boosting what brings money in - maybe focus more on services that actually earn.

The Sierra Leone Commercial Bank needs to carefully check and keep an eye on its lending. That way, loan performance stays strong while needing less money set aside for losses - boosting profits over time.

- *To Dig Deeper*

The following subjects are worth looking into next:

- ✓ A look at how local versus international private banks perform; differences in their daily operations compared one to another.
- ✓ A look at how checking loans affects how well regular banks work.

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