

LEARNING ON INDIGENOUS ORGANIZATIONAL AND COMMERCIAL BUSINESSES PERFORMANCE IN BENI, DEMOCRATIC REPUBLIC OF CONGO

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Abstract— In this dynamic-competitive era, organizations and individuals require competency to survive into doing businesses. These involve learning organizational programs that boost the performance of business activities. Business performance for many entrepreneurial relates to output of work and tasks for good result and outcome. Due to the traditional instructive learning organizational strategies and techniques in the urban of Beni town in the Democratic Republic of Congo, many people habitually practice commercial activities with extrinsic motivators for appreciation and praises for recognition. The purpose of this study was to find out the relationship between indigenous organizational programs on desired business achievements to produce desired result and the level of continuous self-directed business performance. The results show that there is relationship between business organization and factors for indigenous organizational. Results also reveal that there are benefits from indigenous organizational for business performance. This study was for great importance to show the contribution of indigenous organizational on how wholeness from a certain well-structured group of people can lead to their business performance. The study recommended that: Indigenous entrepreneurs need to link with foreigners investors to be more successful and be recognized for their economic contribution into the region and there is a need for all enterprises to be formal and have complete systems for business management.

Index terms- indigenous organizational, commercial business performance, and Beni, Democratic Republic of Congo.

I. INTRODUCTION

In this dynamic-competitive era, organizations and individuals require competency to survive into businesses. Business performance for many people relates to positive results or outcomes output of work and tasks. Hunt and Smith (2005) stated that governance and decision-making of indigenous community business performance are shaped by multiple historical factors. Cultural and family relationships, land ownership and governance sets of regionally linked to

communities are fundamental to local community dynamics and business activities arrangements.

One of the challenges for business performance in many countries is due to non-consideration of local people. Mainly, investors pretend that there is no individual who can do better where they invest for businesses. In Democratic Republic Congo, civil war has over been destroying lives and properties of locals to hinder their businesses activities; they have been displaced and becoming refugees in their own regions. Generationone (2013) reported that there are many groups and nations with their own traditions and beliefs practicing commercial businesses. People are to be treated with respect and building trust to indigenous people. In organization and business settings, cultural exchanges happen naturally when people feel comfortable and safe with others believes. Which is likely not to be the case in the region where this study was conducted. People fear to mix themselves with other cultures to avoid discrimination.

With experience in the Beni region, for several years observing businesses, the researcher realized that people rejected the idea to link with other business people from far countries. The cultural geography of regions becomes a basis for governance. Understanding the local content of indigenous subsidiary, representation and relational autonomy associated with these cultural geographies could usefully inform more enabling government policy implementation and community business practices (Hunt and Smith, 2005). Indigenous aspirations for economic growth differ from one country to another. People can take the lead and make decisions on how the right relationships can be maintained between indigenous business people and other business partners. In Uganda, indigenous traders lack personal traits such planning and control mechanism and business management skills that are necessary for their business performance. Lack of capital, low market patronage, competition and inadequate government support

also present challenges to the indigenous business (Briggs, 2009).

According to Bureau of Economic and Business Affairs (2013) there are still many challenges for business to be conducted in D.R.C. Inadequacy of capital, poor technological manpower deficiency, literate but no job opportunity, management and marketing incapability could be the reasons that pushed the community of Beni not to be opened to everyone that would like to operate business in the region. The DRC's rich endowment of natural resources, large population (approximately 71 million) and generally open to trading system that could provide significant potential opportunities for investors, remains a highly challenging environment to conduct business (KPMG, 2012). Morley (2014) indicated that indigenous community-based enterprises operate within an environment of complex social and cultural obligations, that makes difficult to determine their business performance. Evidence from the above literature, pushed the researcher to is the intention of the researcher to take an investigation on learning the indigenous organization and business performance in Beni.

II. REVIEW OF LITERATURE

A. Learning on Indigenous

Indigenous approach is developing legitimate and culturally informed governance as a form of radical conservatism. In designing governance arrangements, all groups are choosing to keep certain 'restricted' areas of their own law, ceremonial knowledge and ritual ownership, firmly outside the formal operation of their contemporary representative organizations (Hunt and Smith, 2006). Indigenous society may result in staff working and applying company values in a different way. Increased knowledge and understanding alone does not automatically translate into behavior change (Australian Securities and Investments Commission, 2011).

Indigenous communities are having historical continuity with pre-invasion and pre-colonial societies that developed on their territories; consider themselves distinct from other sectors of the societies now prevailing on those territories, or parts of them. They form at present non-dominant sectors of society and are determined to preserve, develop and transmit to future generations their ancestral territories, and their ethnic identity, as the basis of their continued existence as peoples, in accordance with their own cultural patterns, social institutions and legal system (Hunt and Smith, 2006). Indigenous knowledge is part of the lives of the rural poor; their livelihood depends almost entirely on specific skills and knowledge essential for their survival. When it comes to development process, indigenous knowledge is of particular relevance for the following sectors and strategies: Agriculture and Animal husbandry, management of natural resources, primary health care, saving and lending for community development.

Indigenous principle of subsidiary is shaped by the core value placed by people on achieving a balance between the desires for local autonomy on the one hand, and social

relatedness on the other. These 'traditional' principles of subsidiary, autonomy and relatedness are being brought to bear by indigenous leaders and groups in designing and sustaining cultural legitimacy within their organizations (Hunt and Smith, 2006). Indigenous knowledge is not yet fully utilized in the development process. Conventional approaches for development processes always require technology transfers from locations that are perceived as more advanced than others, often to overlooking the potential in local experiences and practices (<http://www.worldbank.org/afr/ik/basic.htm>)

Indigenous societies base their modes of learning and teaching on thousands of years of experience, observation, trial-and-error, and collective wisdom. The relationships between children and adults often appear effortless, with little or no obvious teaching going on. And yet children reach adulthood with an encyclopedic knowledge of their local ecosystems, spiritual traditions, and sustainable ways of living (Black, 2010). The indigenous people produce products in excess of their needs, which they sell or commercialize for the purchase of goods and services, which they do not have internally, that is on their lands. In other words, the traditional activities of indigenous communities, for their own subsistence or internal consumption, are not subject to any restriction nor are they conditioned by any authorization of any governmental entity. But the activities of commercial exploration of natural resources depend on complying with and fulfilling the requirements of specific legal norms, including applicable environmental norms

(<http://pib.socioambiental.org/en/c/terras-indigenas/atividades-economicas/introducao>).

Black (2012) stated that local elders and community traditions are autonomous and respected as sources of wisdom and practical knowledge, and children are integrated into local livelihoods, knowledge systems, and ethical and spiritual awareness through elegant indigenous pedagogies that have been honed over generations to minimize conflict while effectively transmitting what each child needs to know to be a successfully functioning member of the community. The social performance standard includes dedicated clauses on social impact and baseline assessments, indigenous people, land acquisition and involuntary resettlement, cultural heritage, and social investment. Our Social Performance management framework helps us provide assurance that our business units meet the requirements of the standard (<http://www.bg-group.com/55/sustainability/positive-socio-economic-impact/social-performance/>).

Business performance measurement (BPM) is an essential strategic management tool that enhances the competitiveness of companies. BPM has recently gained recognition as a means for continuous improvement, competitiveness and ultimately transforming business performance (Mbugua, Harris, Holt and Olomolaiye, 1999). According to Chapman, McCaskill and Newhouse (n.d.) very few aboriginal organizations presently deal solely with aboriginal clients, particular if they are in the for profit business. This will require the indigenous managers to be extremely resourceful. Small business activities require the development of skilled and experienced employees and

managers, which further promotes relevant professional development and business activities amongst community members. Self-directed and independent businesses supported by their communities to generate wealth, which in turns benefit communities through the creation of jobs for the financial support (Weir, 2007).

III. METHODOLOGY

Understanding the role of indigenous organizations and participation into commercial businesses is a key to alleviate poverty and enhancing community economic development. The purpose of this study was to find out the relationship between indigenous organizational and commercial business performance, and also investigated on the benefits and advantages from indigenous organizational in relation to business activities. This study was for great importance to show the contribution of indigenous organizational on how wholeness from a certain well-structured group of people can lead to their business performance.

A. Research design

The study was based on descriptive and correlational research design. The participants gave their response opinions on questions asked to find out their opinion on how they are organized locally to deal with business activities and how is the performance of those businesses in relation to their organizations. Also the study analyzed the benefits of indigenous organizational as commercial business performance were concerned. With descriptive technique, the study used simple descriptive approaches to find out the percentage and frequency from responses of participants, and for relationship, the study used Pearson Correlation to prove the hypothesis on the level of significance of relationship between indigenous organizational and business performance as well as with the indigenous organizational benefits.

B. Participants, sampling and settings

The study was done in Beni town. Due to lack of statistical reports on registered indigenous activities in the region, purposive-sampling method was used to select 88 respondents that participated into the study. The result shows that more than half (52.3%) of the respondents were male and only 47.7% of the respondents were female. The majority (94.3%) of the respondents were married and only 5.7% were single. Participants were aged between 31 years and above. Results show that participants were ranged as education is concerned in the following level: primary level (21.9%), high school level (48.9%) and University (21.6%) with more than 17 years of experience doing business. As diversity in business is concerned the majority (83%) of respondents had never visited any other country for business, only keeping around in the territory doing business and only 17% of them had visited other countries and places different from their territories.

C. Data Instrument and collection

Structured questionnaire was filled up by the participants selected among commercial individuals enterprises based in

Beni territory. The questionnaire had three sections that were categorized as follows: first section involved the questions related to indigenous organization, second section was concerned with practices of commerce and business performance, and last section was dealing with the benefits of indigenous organization and business performance.

D. Data analysis

This involved editing, coding, data entry and preparing for data analysis. Data were encoded using SPSS for easier analysis and information interpretation. Both descriptive and interventional statistics were used in data analysis. The percentages and frequencies were described to analyze the respondents' responses from questionnaire. The correlation of coefficient or person correlation was used to analyze the relationship between indigenous organizational and business performance, between revenue periods and indigenous organizational, and the relationship between benefits of indigenous organizations and business performance.

IV. RESULTS

A. Business organization activities

Results in table 1 reveal that 40.9% of the respondents have been practicing business of retail of several manufactured goods in the territory, 29.5% of the respondents dealt with retailing of agricultural produce and 29.5% of them were doing agricultural for local farming.

Table 1: Business organization activities

Items	Frequency	Percent
Agricultural produce from local farming	26	29.5
Retail of several manufactured goods	36	40.9
Retail of agricultural produce	26	29.5

B. Capital acquisition

Findings in table 2 indicate that 53.4% of the respondents strongly disagree to have acquired their capita from friends a loan, 21.6% agree to have got capital from friends, 19.3% disagree and 5.7 strongly agree to have got capital of their business from friends. 27.3% respectively strongly disagree and disagree to have acquired the business capital (54.6% overall disagree) from the family, 23.9% moderate agree to have got start up capital from the family, 15.6% strongly agreed that their families provided capital to start the business, 5.7% agree to have acquired the capital of starting the business from the family. 43.2% agreed to have got the capital themselves for their business start up, 21.6% moderately agreed, 15.9% disagreed, 11.4% strongly agree to have got start up capital themselves and only 8 % strongly disagree that they did not have capital for their own.

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Table 2: Capital acquisition

		Frequency	Percentage
From friends as loan	Strongly Agree	5	5.7
	Agree	19	21.6
	Disagree	17	19.3
	Strongly disagree	47	53.4
Family heritage	Strongly Agree	14	15.6
	Agree	5	5.7
	Moderate	21	23.9
	Disagree	24	27.3
	Strongly disagree	24	27.3
Own capital	Strongly Agree	10	11.4
	Agree	38	43.2
	Moderate	19	21.6
	Disagree	14	15.9
	Strongly disagree	7	8

D. Business organization

Results in table 3 show that 70.5% of the respondents have micro businesses, 21.6% of them have small businesses and only 8% of them have medium businesses structured. 33% of the respondents are at growing life cycle stage of business, 29.5% of the respondents have reached maturity in their business, 21.6% of the respondents are on the turnaround life cycle stage of business and only 5% are on declining life stage of business. 80.7% of the respondents have completed independent and informal enterprises system for organizational autonomy, 13.6% of them are in informal enterprises system and only 5.7% of them have formal enterprises system. 54.5% of the respondents are follower in the market, 39.8% of them are competitive in the market and only 5.7% of them do not identify themselves in the market. 64.8% of the respondent have local segment for market, 23.9% of them dealt with regional trading and local trading, 11.4% of the respondents dealt with regional trading. 68.2% of the respondents target individual consumers, and only 31.8% of them target private and public organization for sales.

Table 3. Business organization

Business entity size	Frequency	Percent
Small	19	21.6
Micro	62	70.5
Medium	7	8
Life cycle stage of business		
Beginner	7	8
Growing	29	33
Maturity	26	29.5
Declining	7	8
Turnaround/Rival	19	21.6
Organizational Autonomy		
Formal enterprises system	5	5.7
Informal enterprises system	12	13.6
Complete independent and informal enterprises	71	80.7
Market structure		
Follower	48	54.5
Competitive	35	39.8
Not applicable	5	5.7
Market Segment		
Local trading	57	64.8
Regional trading	10	11.4
Combined trading	21	23.9
Type of customer		
Individuals consumers	60	68.2
Organizations and associations	15	17.04
Both	13	14.77

E. Business performance Skills

Results in table 4 show that 70.5% of responses indicated that respondents had high ability of management to cope with business activity changes, 15.9% of them with average ability and 13.6% with very high ability for business performance. Almost half (48.9%) of responses indicate that there is high skills for respondents on the nature and effectiveness of the processes used to arrive at major decision of business activity, 31.8% indicated average and 19.3% indicated very high skills. More than half (54.5%) of respondents indicated that they are averagely skilled with the mechanism used to implement business activities, 21.6% of them very high, 15.9% high and only 8% stated that they have very low skills to the mechanism used to implement business activity. Almost three quarter (72.7%) of respondents indicated that they have skills with the method used in local sector for business, 15.9% of them high, 5.7% respectively very high and very low skills to the methods used in local sector for business. More than half (51.1%) of respondents showed to have skills for effectiveness of information and communication in their community, 29.5% of them stated average, 19.3% of them stated that they have very high skills for effectiveness of information and communication in their communities. The 45.5% of responses from respondents indicated that they have average skills for financial profit for capital return, 35.2% high skills, 19.2% very high skills and only 5.7% of them with low skills on financial profit for capital return. And 38.6% of respondents have high skills on customer satisfaction, 21.6% have average skills, 23.9% very low skills, and 8% respectively very high and low skills on customer satisfaction.

Table 4. Business performance skills

	Very low	Low	Average	High	Very High
The ability of management to cope with business activity changes			14 (15.9%)	62 (70.5%)	12 (13.6%)
The nature and effectiveness of the processes used to arrive at major decisions of business activity			28 (31.8%)	43 (48.9%)	17 (19.3%)
Mechanism used to implement business activities	7 (8%)		48 (54.5%)	14 (15.9%)	19 (21.6%)
Methods used in local sector for business	5 (5.7%)		64 (72.7%)	14 (15.9%)	5 (5.7%)
Effectiveness of information and communication in our community			26(29.5%)	45 (51.1%)	17 (19.3%)
Financial profit for capital return		5 (5.7%)	40(45.5%)	31 (35.2%)	17 (19.3%)
Customer satisfaction/loyalty	21 (23.9%)	7(8%)	19(21.6%)	34(38.6%)	7 (8%)

F. Business revenue per period

Results in table 4 indicate that 35.3% of the respondents earned between USD10001 and USD2000 at initial period, 35.3% of them earned USD100 and USD2500, 24% of them earned between USD2501 and USD 5000 and only 5.7% of them earned USD5001 and USD10000. In time of growth market 45.6% earned between USD 2501 and USD 5000, 19.3% between USD 10001 and USD 20000, 16% of them earned between USD 20001 and above, 13.7% earned between USD 100 and 2500, and only 5.7% earned between USD 5001 and USD 10000 during growth sales period. More than half (59%) of the respondents earned between USD 100 and USD 2500, 23.9% of them earned USD 10001 and USD 20000, 17.1% of the respondents earned USD5001 and 10000 during sales down in the region.

Table 5: Business revenue per period

	USD	Frequency	Percent
Initial sales period	100- 2500	31	35.3
	2501-5000	21	24
	5001 to 10000	5	5.7
	10001 to 20000	31	35.3
Sales growth period	100- 2500	12	13.7
	2501-5000	40	45.6
	5001 to 10000	5	5.7
	10001 and 20000	17	19.3
	20001 and above	14	16
Sales drought (sales down)	100- 2500	52	59
	2501-5000		
	5001 to 10000	15	17.1
	10001 and 20000	21	23.9

Benefits of Indigenous organization for Business performance

Results in table 6 show that 30.7% of respondents agreed to utilize the unique skilled indigenous for organization and business performance, 21.6% indicate moderate, 15.9% strongly disagree, 15.9% disagree and 15.9% of them strongly agree. More than one quarter (37.9%) of respondents agreed that finding new market and network with own brother facilitate business performance, 25% disagreed, 15.9% moderately agreed, 13.6% strongly disagreed and only 8%

strongly agreed that finding new market and network with brother is benefit to business performance. Most of the respondents agreed (43.2%) that establishing stable and dedicated local network in local stated facilitates business performance, 21.6% strongly agreed, 19.3% moderate and 15.9% strongly disagree that indigenous organization facilitates to establish stable and dedicates local network. More than half (56.8%) agreed that indigenous organization facilitates them expanding knowledge and awareness of other staff on their business capacity, 21.5% disagree, 13.6% strongly agree, and only 8% strongly disagree. Results show that 37.5% of respondents. More than half (52.3%) of the respondents agreed to have worked in a team work for customer satisfaction, 31.8% of them were moderately agreed to work as a team for their customer satisfaction, 8% strongly agreed and 8% of them strongly disagreed. Regarding recognition of new customers value, more than half (53.4%)of respondents agreed to have recognized the value of new customers, 19% strongly agreed, 13.6% moderately agreed, 9% disagreed and only 8% strongly disagreed. Hiring has been an organizational culture, 43.2% of respondents agreed to have been hiring their workers locally, 27.3% moderately agreed, 15.9% strongly agreed and only 13.65 disagreed to have been getting people locally. As Marking and sales process is concerned, 48.9% of respondents agreed to have personalized the process, 29.5% disagreed and 21.6% moderately agreed to have personalized the marketing process for their business growth.

Table 6: Benefits of Indigenous organization and Business performance

	SD	D	M	A	SA
Utilizing the unique skilled indigenous	14 (15.9%)	14(15.9%)	19(21.6%)	27(30.7%)	14(15.9%)
Establishing stable and dedicated local network	14(15.9%)		17(19.3%)	38(43.2%)	19(21.6%)
Expanding knowledge with brothers	7(8%)	19(21.6%)		50(56.8%)	12(13.6%)
Team working on Customer satisfaction as our own people	7(8%)		28(31.8%)	46 (52.3%)	7(8%)
Recognition of new customers value	7(8%)	8(9%)	12(13.6%)	47(53.4%)	14 (19%)
Hiring is an organizational culture		12(13.6%)	24 (27.3%)	38(43.2%)	14(15.9%)
Marketing and sales process become more personalized for business growth		26(29.5%)	19(21.6%)	43(48.9%)	

Relationship between indigenous business organization and Business management performance

Form the table 7, results reveal that there is very significant positive relationship ($r=0.366$) between size of business and the nature and effectiveness of the processes for business activities, this means that the more the business expand, the more the process to expand activities increase. There is significant negative ($r=-0.268$) relationship between size of business and business management skills, which implies that the more the business size reduces its activities, the same for

management skills. That means the business becomes less interesting. There is negative relationship ($r=-0.232$) between organizational system and the nature and effectiveness of the processes for business activity. This implies that the more organizational system reduces, the same for the nature of activities and its effectiveness. Regarding market structure, there is a positive relationship ($r=0.222$) and customer satisfaction. This means that the more there is a good structure for the business, the more customers are satisfied. There is very significant negative relationship ($r=-0.359$) between market segment and customer satisfaction that means, the more segment system exists, the more no customer satisfaction. Also there is negative relationship ($r=-0.214$) between market segment and mechanism used to implement business activities. This implies that the more market segment organized the more mechanism used to implement business activities fails. The other factors of indigenous business organization do not show any relationship with the business management skills performance.

Table 7: Relationship between indigenous business organization and Business management performance

	Size of business	Organizational System	Market Structure	Market segment
Business Management skills	-.268*			
The nature and effectiveness of the processes for business activity	.366**	-.232*		
Mechanism used to implement business activities				-.214*
Customer satisfaction			.222*	-.359**

Relationship between indigenous organization and business periodical performance

Findings in table 8 show that there is very significant negative relationship between life cycle stage of business and the following: initial sales period ($r=-0.417$), Sales drought ($r=-0.353$) and Growing sales ($r=-0.352$) which means that the life cycle of business changes did not affect the sales. It implies that sales in this case are influenced by other factors may be not analyzed. There is a very significant positive relationship between market structure and the following factors: sales drought ($r=0.575$), Growing sales ($r=0.554$) and initial sales period ($r=0.520$). This implies that as the market is well structure, the level of sales increases. The more the business is well organized, the more performance is revealed depending on each period. The market structure determines the level of sales for the business.

Table 8: Relationship between indigenous organization and business periodical performance

	Life cycle stage of business	Market Structure
Initial sales period	-.417**	.520**
Growing sales period	-.351**	.554**
Sales drought	-.353**	.575**

Relationship between Benefits of Indigenous organization and Business performance

Results show that there is very significant relationship ($r=0.580$) between organizational system of indigenous business and hiring of workers. That means the local business always is interested with the local people first. There is very significant relationship ($r=-0.377$) but negative between organizational system and expanding knowledge with brothers, which means that the more business is organized the more the knowledge from brothers is ignored. Organizational system has a negative very significant relationship ($r=-0.296$) with the unique skills of indigenous utilized into the business. This implies that the more business is organized, the more unique skills from local useful. Findings indicate that there is very significant positive relationship ($r=0.487$) between Market structure and Marketing and sales process; the higher the market is structured the more the sales process increase in the market. There is also very significant positive relationship ($r=0.443$) between Market structures and hiring for business; that means the more market is structure the more local people are hired. The results show that there is relationship between other factors business organization and factors for indigenous organizational advantages/benefits.

Table 9: Relationship between Benefits of Indigenous organization and Business performance

	Organizational System	Market Structure
Utilizing the unique skilled and perspectives of indigenous	-.296**	
Establishing stable and dedicated local network	-.259*	
Expanding knowledge with brothers	-.377**	
Hiring is an organizational culture	.580**	.443**
Marketing and sales process become more personalized for business growth		.487**

V. DISCUSSIONS AND CONCLUSION

Findings in table 1, 2 and 3 reveal that business activities organized were trading of manufactured goods, retailing of agricultural produce and local farming activities. To start business the participant indicated to have struggled for their own capital to finance their business activities. Majority of business organized were micro business that are on growing life cycle stage, with completed independent and informal enterprises system. Business practices were followers in local segment market targeting local individual and regional consumers. In line with the findings Hunt and Smith (2006) indicated that indigenous principle of subsidiary is shaped by the core value placed by people on achieving the desires for local autonomy and social relatedness on the other.

Majority of respondents in table 4 had high ability of management skills to deal with business activity changes in local business sector with effectiveness of information and communication but averagely skilled with the mechanism used to implement business activities and with lower financial management skills. This aligns with the report from Australian Securities and Investments Commission (2011) indicating that there is a need of training to develop cultural competency for indigenous to link general cultural awareness and business performance history. Increased knowledge and understanding for business alone do not automatically translate into behavior change and opportunities of successful business activities.

In terms of organization performance, results in table 5 show that most of the respondents earned between USD10001 and USD2000 at initial period, they earned between USD 2501 and USD 5000 in time of growth sales market period and earned between USD 100 and USD 2500 in time of sales down in the region as sales income. Benefits of indigenous organization and business performance show that most of respondents utilized the unique skilled indigenous community to found new market and network with their own people to establish stable and dedicated local network, expanding knowledge and meet their corporate responsibility and remain loyal to their customer satisfaction as their only buyers.

From table 6 it is evidenced that most of respondents agreed to have utilized the unique skilled indigenous for organization business performance, and more than one quarter of them agreed that finding new market and network with own brother facilitated their business performance, most of them agreed that establishing stable and dedicated local network facilitated business performance. More than half of respondents agreed that indigenous organization facilitated them expanding knowledge and their business capacity, worked in team work for customer satisfaction, recognize the value of new customers, and personalized the marketing process for their business growth.

Form the table 7, results reveal that there is very significant positive relationship between size of business and the nature and effectiveness of the processes for business activities, significant negative relationship between size of business and business management skills, negative relationship between organizational system and the nature and effectiveness of the processes for business activity, a positive relationship and customer satisfaction. There is very significant negative relationship between market segment and customer satisfaction that means, negative relationship between market segment and mechanism used to implement business activities.

Findings in table 8 show that there is very significant negative relationship between life cycle stage of business and the following: initial sales period, Sales drought and Growing sales which means that the life cycle of business changes did not affect the sales. It implies that sales in this case are influenced by other factors may be not analyzed. There is a very significant positive relationship between market structure and the following factors: sales drought, Growing sales and

initial sales period. This implies that as the market is well structure, the level of sales increases. The more the business is well organized, the more performance is revealed depending on each period. The market structure determines the level of sales for the business.

Results in table 9 show that there is very significant relationship between organizational system of indigenous business and hiring of workers. That means the local business always is interested with the local people first. There is very significant relationship but negative between organizational system and expanding knowledge with brothers, which means that the more business is organized the more the knowledge from brothers is ignored. Organizational system has a negative very significant relationship with the unique skills of indigenous utilized into the business. This implies that the more business is organized, the more unique skills from local useful. Findings indicate that there is very significant positive relationship between Market structure and Marketing and sales process; the higher the market is structured the more the sales process increase in the market. There is also very significant positive relationship between Market structures and hiring for business; that means the more market is structure the more local people are hired. The results show that there is relationship between other factors business organization and factors for indigenous organizational advantages/benefits.

Results reveal that there are benefits from indigenous organizational for business performance in Beni. However, as indicated by Kanya (2012), local organizations need to link their organizational learning activities with market-based information in order to improve on their market performance. It is better to focus on higher levels of learning combined with a market orientation approach, that is not local based only but also investors' contributions into the market.

This study was limited on the simple organizational system of indigenous for business performance, and more still is needed to clarify the issues on why indigenous like to remain alone into businesses in their regions.

The study recommended that:

- Indigenous entrepreneurs need to link with foreigners investors to be more successful and be recognized for their economic contribution into the region
- There is a need for all enterprises to be formal and have complete systems for business management,
- Further studies are needed on the contribution of indigenous businesses on the economic growth in the region, and
- Effect of indigenous organizational on economic growth in Beni and other regions

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