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Impact of E-Business on Supply Chain Management in Cameroon's Mezam Division The Case of the Blue Pearl Hotel

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Abstract

This study aimed to examine the impact of e-business on supply chain management at the Blue Pearl Hotel in Bamenda, Cameroon, specifically in the Mezam Division. Blue Pearl Hotel was purposefully chosen as a case study, employing a mixed methods design that incorporates both quantitative and qualitative methods. There were 100 respondents in the sample. For primary data collection, structured questionnaires, a key informant interview guide, and observation were employed. Both published and unpublished documents were used as secondary data. Microsoft Excel 2013 and SPSS software version 25 were used for analysis, along with descriptive statistics. Time and cost savings (79%), cross-cultural and cross-national transactions (59%), the creation of new business prospects (56%), and the establishment of new online learning and academic chances (52%) were the results of the study on the advantages of using e-business facilities. According to the findings, consumers face three main obstacles: low levels of technological use (64%), a shortage of trained personnel (59%), and a lack of funding (50%). Results showed that e-business provides several benefits, including providing a straightforward way to buy (44%), being better than traditional stores (75%), and creating new opportunities to stay in touch with clients (41%). However, several respondents stated that it is riskier than buying from regular stores (53%), and that they lack trust because of transaction failures (57%). The study concludes that the management of Blue Pearl Hotel ought to implement plans aimed at enhancing staff payment security, logistics, and sufficient training on the use of e-business facilities.

Key Words: Blue Pearl Hotel, Bamenda III Municipality, Cameroon, E-Business, Supply Chain Management.

1. Introduction

The business industry has seen a significant transition in the twenty-first century as a result of new methods for managing financial transactions through a variety of e-business platforms brought about by information and communication technology (ICT) advancements (Ranjan, 2000; Agustian *et al.,* 2023). Any kind of business (commercial) data is sent over the Internet because of the digitization of the business sector in Cameroon and the global economy (Hapsatou, 2025). This has led to a variety of business models, including consumer-based retail sites, music or auction websites, and electronic trade in products and services between individuals and enterprises (Aswini & Bama, 2018; Yadav & Singh, 2020; Devi & Indoria, 2021). E-business is currently one of the most significant developments on the Internet since it is easy, available around the clock, and offers typically effective customer support without being constrained by time or location (Kale, 2022; Kumar & Prasad, 2022).

E-business refers to a method of managing a firm that makes use of information and communication technology (ICT), mostly Internet applications (Brzozowska & Bubel, 2015). Sending papers, sharing information between a producer, distributor, and trade partner, acquiring new clients, controlling markets, and conducting teleconferences are all examples of e-business. E-business includes e-commerce, e-enterprise, e-economy, e-society, e-government, e-banking, and e-learning (Hassan *et al.*, 2022). The word "e-business" can now be applied in a variety of scenarios. First, e-business could be a component of an enterprise management plan that uses tools to boost an organization's competitiveness (Brzozowska & Bubel, 2015). In these situations, businesses might employ technology to enhance internal or external information flow or carry out a portion of their operations online. Second, e-business is a business model that primarily conducts its operations online, reducing its "physical" presence in the marketplace and traditional customer service (Brzozowska & Bubel, 2015). All nations that wish to participate in the global market should focus on their broadband networks since they are considered the fundamental infrastructure of the contemporary knowledge-based economy (Brzozowska & Bubel, 2015).

Information, goods, and funds move back and forth between the original suppliers and the end users via several organisations in a supply chain (SC) (Nurmilaakso, 2008; Fosso Wamba, 2012; Ebei, 2013; Fosso Wamba & Akter, 2015; Feki *et al.,* 2016; Akuns & Okafor, 2022; Hugos, 2024). It may be exterior or inside. While the external supply chain also includes the flow of materials,

information, and money between businesses and their suppliers, customers, and other business partners, the internal supply chain is represented by a variety of intra-organizational functions (e.g., sales and marketing, procurement, production planning, warehouse, and transport management) (Porasmaa, 2016). Supply chain management (SCM) is a collection of strategies used to efficiently integrate manufacturers, suppliers, warehouses, and retail locations to produce and distribute goods in the right quantities, at the right times, to the right locations, and while minimizing system-wide costs and meeting service level requirements (Kot, 2013). Supply chain management is the integration of business operations from end users through original suppliers who provide products, services, and information, thereby adding value for consumers and other stakeholders (Lambert *et al.*, 1998; Felea & Albăstroiu, 2013; Wang *et al.*, 2020). Better business performance is the goal of efficient SCM since supply chains are becoming more and more competitive with one another (Negi, 2021). Since information flows across the many components of a supply chain, a successful SCM strategy depends on the appropriate implementation and integration of several functions via ICT (Singh *et al.,* 2020; Sundram *et al.,* 2020). Supply chain management includes supply chain integration (SCI) as a key component (Tiwari, 2021). It seeks to improve operational performance by facilitating communication amongst all organizations in a supply chain (Ralston *et al.,* 2015). The necessity of switching from fragmented supply network architectures to configurations that are distinguished by integration is, in essence, a fundamental principle of supply chain management.

Generally, there are significant operational and strategic benefits to conducting business transactions electronically. E-business has the potential to bridge the technological and economic gap between wealthy and impoverished countries, but its adoption in these countries remains slow (Abdullah, 2019; Peg, 2023; Jayadatta & Majeed, 2024). Socioeconomic conditions, government national information and communication technology initiatives, and the lack of suitable basic infrastructure have all severely hindered the adoption and growth of e-business in developing countries (Enaifoghe & Ndebele, 2023; Omweri, 2024). Although prior studies have been conducted, relatively little is known about how e-business affects supply chain management in Cameroon. Online shopping has not yet gained the same level of traction in Cameroon as it has in South Africa and Nigeria, despite an increase in participants and newcomers to the sector (Kuteyi and Winkler, 2022). Only 45.6% of Cameroon's population utilized the internet in 2021 (World Bank Group, 2021). In January 2023, there were more than 12.89 million internet users in

Cameroon (World Bank Group, 2023). Although this shows a notable increase, it also shows that a sizable section of the population, roughly 54.4%, remained offline (World Bank Group, 2023). Increased internet connectivity and cell phone usage are driving Cameroon's e-business adoption (Raoul & Marianne, 2020). E-business has enormous potential to spur economic growth and job creation in Cameroon, although obstacles like logistics, payment security, and low levels of digital literacy still exist (Lefor, 2020; Lemma *et al.,* 2022). Therefore, the purpose of this study was to examine the impact of e-business on supply chain management at the Blue Pearl Hotel in Bamenda, Cameroon's Mezam Division. The study determines (i) the advantages of using e-business facilities in supply chain management at the Blue Pearl Hotel, (ii) challenges facing e-business users in supply chain management at the Blue Pearl Hotel, and (iii) the impact of e-business on the lives of users in supply chain management at the Blue Pearl Hotel.

2. Materials and Methods

Study Area

The Blue Pearl Hotel in Bamenda III Municipality served as the study's location. Bamenda III is situated between Green Meridian's latitudes 6'15 and 6'25N and longitudes 10'02 and 10'15E (Mbanga, 2018; Niba & Bailack, 2022; Neba & Tanga, 2025) (Figure 1). The municipality serves as the entry point to and from the divisions of Boyo, Ngoketunja, Bui, and Donga Mantung (Niba & Bailack, 2022). To the west, the Bamenda I Sub-Divisional Council borders it; to the north, the Bamenda II Sub-Divisional Council borders it; to the south, the Bafut Sub-Divisional Council borders it (Mbanga, 2018). Its estimated population is 186,000 inhabitants, and its entire surface area is 67.9 km² (Ndikebeng *et al.,* 2023). Nkwen and Ndzah are two autonomous communities that comprise the Bamenda III Municipality (Niba & Bailack, 2022). Nkwen has forty-six quarters, whereas Ndzah village has nine (Neba & Tanga, 2025). The municipality's large population encourages the development of numerous commercial endeavours, such as transportation and logistics, which is why the Blue Pearl Hotel was chosen as the study's location in Bamenda III Municipality.

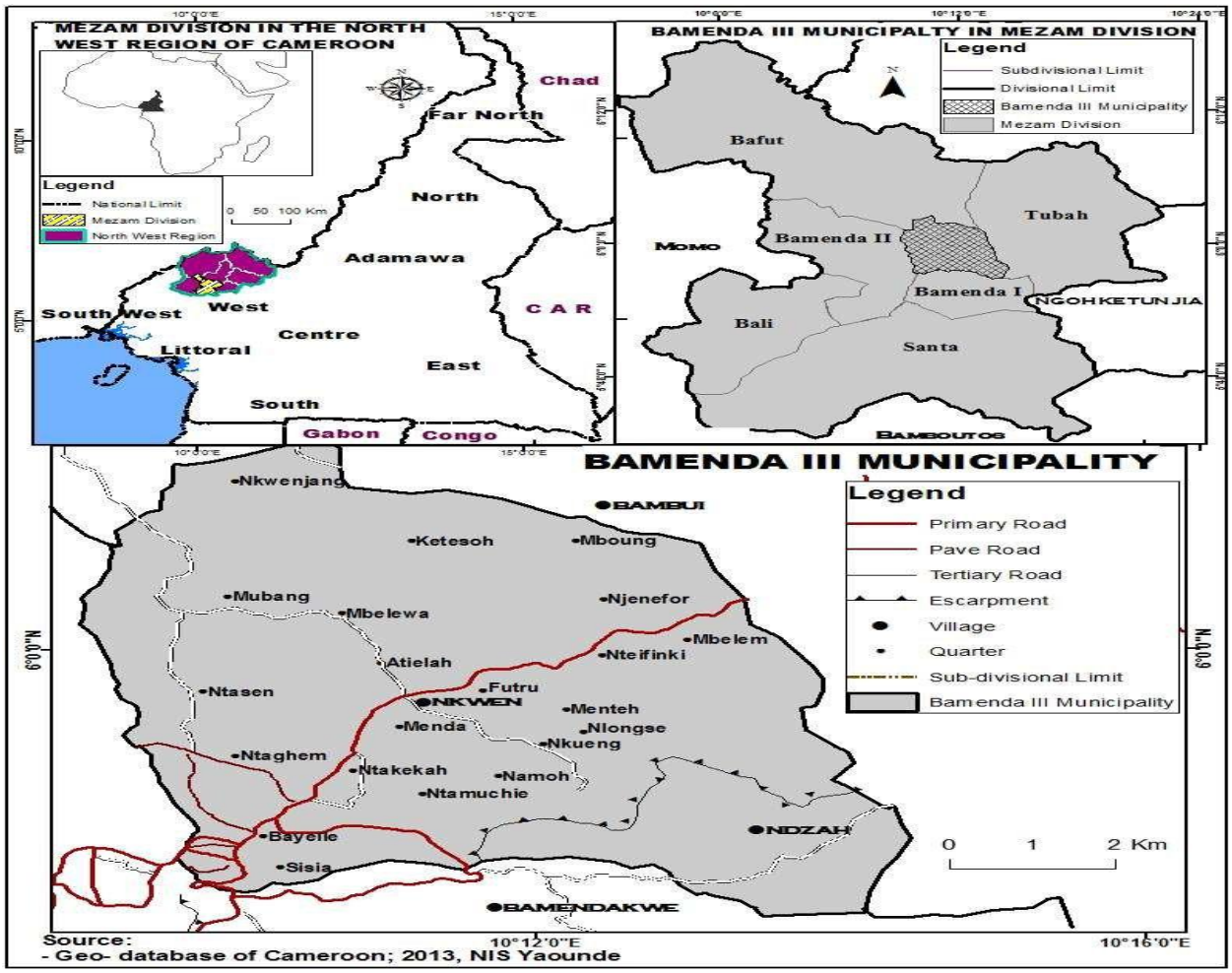

Figure 2: Location of Bamenda III Municipality in Mezam Division, Northwest Region, Cameroon.

Source: Mbanga (2018).

Study Design

The Blue Pearl Hotel in Bamenda III Municipality was used as a case study to examine the impact of e-business on supply chain management in Cameroon's Mezam Division, using a mixed approach design (quantitative and qualitative) method of data collection and analysis. From May to October 2023, a cross-sectional study was conducted among the different sub-departments rendering services and involved in e-business at Blue Pearl Hotel.

Study Population

Participants in e-business transactions with Blue Pearl Hotel, such as employees, suppliers, and consumers, comprised the study population.

Sample Size and Sampling Techniques

The study employed a sample size of 100 respondents, who were employees, suppliers, and customers of the Blue Pearl Hotel. The Blue Pearl Hotel was purposefully selected for the study due to the hotel's numerous e-business-related services, including an on-site restaurant, well-equipped conference rooms, a cutting-edge fitness centre, a refreshing swimming pool, laundry, and dry cleaning. The researchers used simple random sampling to select 38 Blue Pearl Hotel employees, 33 suppliers, and 29 customers, for a total of 100 respondents. For the qualitative data, ten (10) key informant interviews were conducted with top Blue Pearl Hotel personnel, suppliers, and customers.

Instruments of Data Collection

Structured questionnaires were equally used. The questionnaires were made up of both open and closed questions with instructions on how to answer the questions. These questionnaires were made available to respondents of different backgrounds, and they were given enough time to answer the questionnaire based on their opinions. The questions were precise to make the sample more effective and efficient. The closed questions were short and direct to the point, and so did not allow respondents to write much. The respondents had to mark a tick (√) where they felt it corresponded on different occasions; the questions answered were returned at the end of their response to the researchers, and identities were not disclosed. An in-depth interview guide was developed by the researchers to collect information from selected key informants. The researchers had to formulate study questions, review available information, develop a conceptual framework, prepare an interview guide, and select key informants before conducting key informant interviews. Using field observations to collect data, the researchers visited all the various sub-enterprises involved in e-business at Blue Pearl Hotel and obtained information on the advantages of using e-business facilities in supply chain management, identified the challenges facing e-business users in supply chain management, and determined the impact of e-business on the lives of users in

supply chain management. Photographs were taken in the field to better expose the situation, and by observing the day-to-day transactions within the Blue Pearl Hotel.

Validity and reliability of Instruments

The researchers targeted several e-business sub-enterprises for data collection during a one-month pilot survey at Blue Pearl Hotel (March 2023). This pilot survey had the benefit of warning about potential failure points for the main research study, potential violations of research protocols, and whether suggested instruments or methodologies were too complex or inappropriate. The researchers pretested and reviewed the instruments, such as a structured questionnaire, an in-depth interview guide, and observation, to make sure they could gather trustworthy data for analysis. At the Blue Pearl Hotel, a small sample of the target population was used to test the instruments. The researchers conducted five (5) in-depth interviews and twenty (20) questionnaires at the Blue Pearl Hotel (March 2023) and analyzed the results. To make sure the instruments were legitimate, the researchers employed data triangulation techniques. The researchers used the interpreted and acquired results to validate the instruments. This was done to make sure the instruments used were appropriate. Following the instruments' validation, the researchers used them to conduct the study efficiently.

Method of Data Analysis

The analytical techniques for descriptive statistics were employed, such as frequency counts, percentages, and averages, to measure the socio-economic characteristics of the respondents and the goals of the research. These calculations were carried out using Microsoft Excel 2013, and SPSS (Statistical Package for Social Sciences) software version 25 was used to do these computations. Using the Spearman product-moment correlation test, the study hypotheses were examined. Immediately following an in-depth interview, verbatim transcriptions of the data were made. This makes it possible for the researchers to record and retain every word that was spoken during the conversation. The codes allocated to the identified groups were operationalized and clearly defined. The interviewees' coded responses were compared, with differences highlighted and similarities evaluated, and study findings reported.

3 Results

3.1 Description of Sample Population

Figure 3 demonstrates that a greater proportion of research participants are female (57%) than male (43%). Additionally, Christians made up a larger percentage of the respondents (52%), followed by Muslims (32%) and African Traditional Religion practitioners (16%).

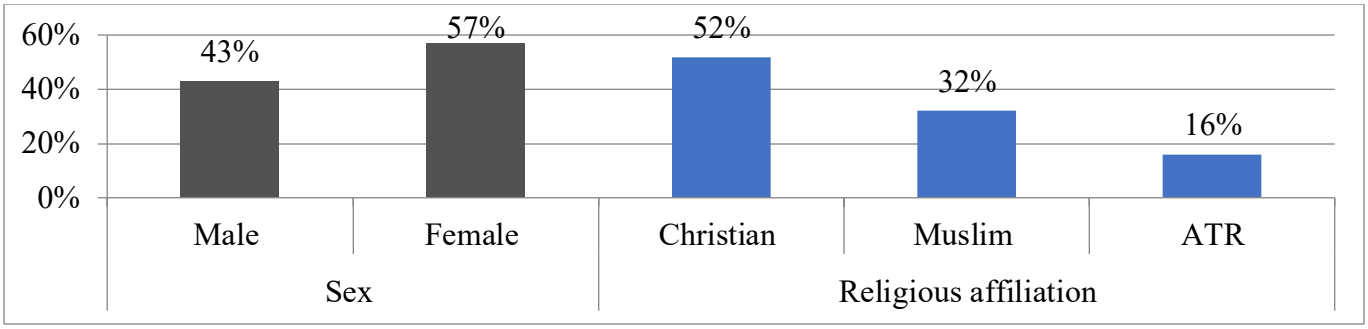

Figure 3: Distribution of Respondents by Sex and Religion

3.1.1 Marital Status, Education and Business Category of Respondents

Table 1 reveals that 40% of the respondents were married at the time of the survey, while 31% were still unmarried, and 15% were not living together. The majority, 38%, had only completed GCE Advanced Level exams or their equivalents, followed by those who had completed GCE Ordinary Level exams or their equivalents, 21%, and those who had earned bachelor's degrees, 16%. Of these, 38% were employees, 33% were suppliers, and 29% were users of e-business services.

Marital status		**Educational Qualification**		**Business Category**	
Married	40%	No formal education	15%	Worker	38%
Single	31%	FSLC	10%	Supplier	33%
Separated	15%	GCE Ordinary level	21%	Consumer	29%
Widow	9%	GCE Advanced level	38%		
Widower	5%	Bachelor's degree	16%		

Table 1: Marital Status, Education and Business Category of Respondents

3.1.2 Age, Experience and Monthly Income

With a mean age of almost 38 years (37.73±9.151 years), Table 2 shows that the youngest individual interviewed was 23 years old and the oldest was 60. Although an average of 6 years (6.1±5.609 years) was determined for the sample, some had just been in the company chain for a year, while others had been there for 25 years. Furthermore, although the sample's lowest monthly income was FCFA30,000, some individuals had monthly earnings as high as FCFA300,000. The sample's monthly income was FCFA58,430 (FCFA58,430±39,390).

Table 2: Age, Experience and Monthly Income

Items	Minimum	Maximum	Mean	Std. Deviation
Age	23	60	37.73	9.151
Number of years working in the business chain	1	25	6.1	5.609
Estimated monthly income	30,000	300,000	58,430	39,390

3.2 Main Issues in the Study

3.2.1 Advantages of the Use of E-Business Facilities on Supply Chain Management at Blue Pearl Hotel

Figure 4 revealed the advantages of using e-business facilities in supply chain management at the Blue Pearl Hotel, including time and cost savings (reported by 79%), cross-cultural and cross-national transactions (reported by 59%), the creation of new business opportunities (reported by 56%), and the creation of new online learning and academic opportunities (52%). Furthermore, the only areas where men and women differed significantly, albeit only at the 10% level, were cost and time savings (reported by more than 72% of men and 84% of women, $X^2 = 3.457$, $p = 0.089$) and opening up new business opportunities (reported by nearly 49% of men and 61% of women, $X^2 = 3.280$, $p = 0.097$). Numerous advantages are associated with the use of e-business facilities in supply chain management at the Blue Pearl Hotel, according to information gleaned from qualitative findings. One of the in-depth interview's major informants stated:

Case 1

"The use of e-business facilities in the supply chain saved cost and time. A supplier can sit in one position and complete his/her business transactions without having to move from one end to another, and within a very short time. Yes, it is also very important because it gives the opportunity for one to be able to transact across cultures. For example, a supplier in Douala must not have to come to Bamenda before business transactions are carried out. All transactions can be done in

Douala, and the cash deposited in Douala, without both parties having to displace themselves. But all these types of transactions have to do with a lot of trust and confidence on both parties in the supply chain. E-business transactions can go as far as across national boundaries. For example, a supplier can be in America, Britain, France, etc., and the buyer is in Cameroon, and both parties can transact hinge-free without any problems. This is very common with mobile money transactions, as people abroad can transfer money so easily to their families back home thanks to e-business. E-business has created new opportunities for business, as we can see people advertising their products online, and they are buying. This is very good technology, as one does not have to move before purchasing any goods of his or her choice and at a very fast speed of delivery. It has also facilitated the educational needs of individuals, as many people could now study online without having to go and register in formal educational structures at home and abroad" (Female Supplier, 45 years old, during a KII session at Blue Pearl Hotel, 7th May 2024).

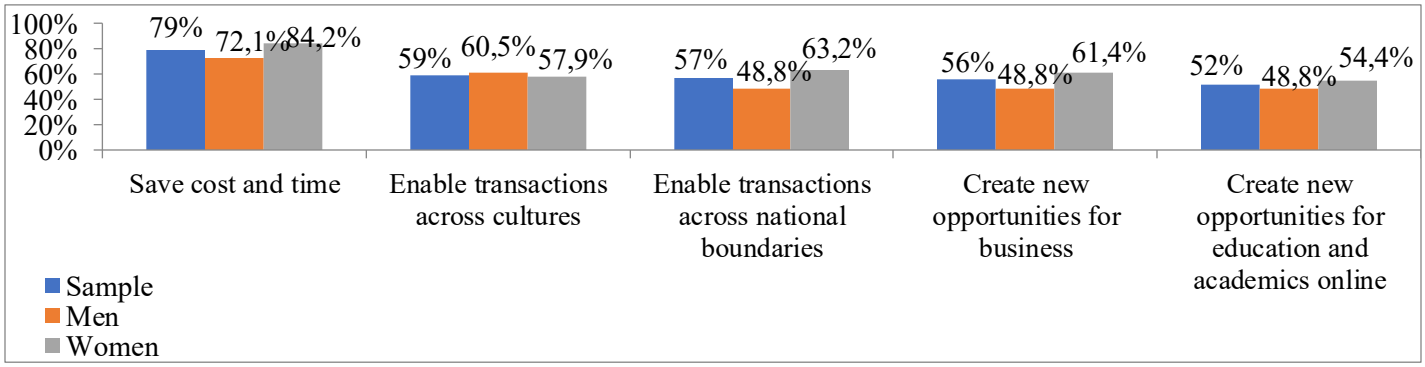

Figure 4: Advantages of Using E-business Facilities

3.2.2 Challenges facing E-business Users on Supply Chain Management at Blue Pearl Hotel

Table 3 reveals three major challenges faced by these users, such as the low level of technological usage of these facilities by the population (reported by 64%), lack of qualified staff to manage the firm's website (reported by 59%) and limited financial resources (reported by 50%). These results imply that the low level of education in the study area will pose some challenges with the usage of e-business facilities at Blue Pearl Hotel. However, only the lack of computer software and

hardware resources showed a significant difference between the men and women, though still only at the 10% level (reported by 40% of the entire sample, close to 28% of the men and 49% of the women, $X^2 = 4.806$, $p = 0.090$). According to a key participant in the in-depth interview, there are many challenges with e-business transactions in supply chain management. A male participant was of the view that:

Case 2

Table 3: Challenges Faced by E-business Users on Supply Chain Management

Items	Response	Sample	Men	Women
Low level of technology usage	Yes	64%	67.4%	61.4%
	No	14%	11.6%	15.8%
$X^2 = 0.482$, $p = 0.786$	I don't know	22%	21%	22.8%
Lack of qualified staff to manage the firm's website	Yes	59%	51.2%	64.9%
	No	28%	37.2%	21.1%
$X^2 = 3.18$, $p = 0.204$	I don't know	13%	11.6%	14%
Limited financial resources	Yes	50%	41.9%	56.1%
	No	40%	46.5%	35.1%
$X^2 = 1.999$, $p = 0.368$	I don't know	10%	11.6%	8.8%
	Yes	40%	27.9%	49.1%

Lack of computer software and hardware resources	No	41%	51.2%	33.3%
	I don't know	19%	20.9%	17.5%
$X^2 = 4.806$, $p = 0.090$				
Poor personal management	Yes	46%	39.5%	50.8%
	No	23%	25.6%	21.1%
$X^2 = 1.271$, $p = 0.530$	I don't know	31%	34.9%	28.1%
Inadequate knowledge of ICT	Yes	34%	27.9%	38.6%
	No	37%	41.9%	33.3%
$X^2 = 1.345$, $p = 0.510$	I don't know	29%	30.2%	28.1%

"The first challenge is with the mastery of the use of electronic equipment, which many people who want to go into e-business transactions are limited to. The problem of the low level of technology usage is a serious one, with the use of e-business at Blue Pearl Hotel. Another very serious challenge is that it is difficult to track fraudulent transactions once they have taken place, as people can easily switch off their connections and even go as far as destroying their identity. The website of the hotel is not very current or updated, which is a serious problem arising from management. Many customers have complained that many times when they want to visit our website, it hardly goes through, or it seems not to be updated, and management is doing nothing about that. The issue of the lack of qualified staff is not a problem, but the problem is that they are not paid well, and so many qualified staff have come and left. Finances, per se, are not a challenge, but I can add that negligence at the level of management is the problem. Not all the computer hardware and software resources are available, and as I said, it is just a problem of management. Poor personnel management is a serious challenge at Blue Pearl Hotel, as we have been on constant

replacement of workers, especially in the ICT section, due to very low pay packages" (The Manager of Blue Pearl Hotel, Age 50 Years, During a KII Session on the 10th of May 2024).

3.2.3 Impact of E-business on the Lives of Users on Supply Chain Management at Blue Pearl Hotel

Table 4 shows that the three main impacts of using e-business include the fact that it is beneficial compared to purchases in traditional shops (reported by 75% of the sample, 77% of the men and 74% of the women, $X^2 = 0.802$, $p = 0.670$); e-businesses offer a simple and simplified purchasing process (reported by 44% of the sample, slightly over 37% of the men and 49% of the women, $X^2 = 1.475$, $p = 0.478$); and also the fact that e-businesses have generated innovative ways of being close to consumers (reported by 41% of the sample, close to 30% of the men and 51% of the women, $X^2 = 7.386$, $p = 0.025$). This implies that e-business has a lot of positive advantages in supply chain management. On the other hand, some of the respondents mentioned that it is risky compared to purchases in traditional shops (reported by 53% of the entire sample, close to 56% of the men and 51% of the women, $X^2 = 7.123$, $p = 0.028$) while at the same time leading to a lack of trust due to transaction failures (reported by 57% of the entire sample, 46.5% of the men and close to 65% of the women, $X^2 = 3.406$, $p = 0.091$). The findings of the qualitative data on the impact of e-business on the lives of users in supply chain management reveal both positive and negative impacts. According to a key participant of the in-depth interview:

Case 3

"It is beneficial compared to purchasing in traditional shops due to time and cost management. E-business has changed the way people live their lives, e-business has changed the way businesses operate, e-business is more profitable than the traditional way of doing business, e-business has generated innovative ways of being close to customers, and e-business offers a simple and simplified purchasing process" (Female Customer, Age 55 Years, During a KII Session on the 14th of May, 2024).

Contrary to this view, another participant advanced the view that

Case 4

"It is risky compared to purchasing in traditional shops. Lack of trust, e-business has changed the way businesses operate, and e-business negatively influences people's personality (Male Customer, Age 55 Years, During a KII Session on the 14th of May, 2024**).**

Table 4: Impacts of E-business on the Lives of Users on the Supply Chain Management

Impacts	**Response**	**Sample**	**Men**	**Women**
It is beneficial compared to purchasing in traditional shops	Yes	75%	76.7%	73.7%
	No	14%	16.3%	14%
$X^2 = 0.802$, $p = 0.670$	I don't know	10%	7%	12.3%
It is risky compared to purchasing in traditional shops	Yes	53%	55.8%	50.8%
	No	40%	30.2%	47.4%
$X^2 = 7.123$, $p = 0.028$	I don't know	7%	14%	1.8%
Lack of trust	Yes	57%	46.5%	64.9%
	No	34%	41.9%	28.1%
$X^2 = 3.406$, $p = 0.091$	I don't know	9%	11.6%	7%
E-commerce and E-business have changed the way people live their lives	Yes	40%	37.2%	42.1%
	No	41%	35.9%	45.6%
	I don't know	19%	27.9%	12.3%
$X^2 = 3.985$, $p = 0.068$				
E-business has changed the way businesses operate	Yes	36%	39.5%	33.3%
	No	38%	35.6%	47.4%
$X^2 = 5.613$, $p = 0.06$	I don't know	26%	34.9%	19.3%

E-business is more profitable than the traditional way of doing business	Yes	31%	20.9%	38.6%
	No	40%	51.2%	31.6%
	I don't know	29%	27.9%	29.8%
$X^2 = 4.849$, $p = 0.089$				
E-business have generated innovative ways of being close to consumers	Yes	41%	27.9%	50.8%
	No	31%	44.2%	21.1%
	I don't know	28%	27.9%	28.1%
$X^2 = 7.386$, $p = 0.025$				
E-business offers a simple and simplified purchasing process	Yes	44%	37.2%	49.1%
	No	30%	32.6%	28.1%
$X^2 = 1.475$, $p = 0.478$	I don't know	26%	30.2%	22.8%
E-business negatively influences people's personalities	Yes	23%	23.3%	22.8%
	No	38%	32.6%	42.1%
$X^2 = 1.11$, $p = 0.574$	I don't know	39%	44.2%	35.1%

3.3 Test of Hypotheses

3.3.1 Test of Hypothesis One

H0: There is no significant relationship between the advantages of the use of e-business facilities and supply chain management at Blue Pearl Hotel.

H1: There exists a significant relationship between the advantages of the use of e-business facilities and supply chain management at Blue Pearl Hotel.

To test this hypothesis, the Spearman's Product-Moment Correlation test was used. Therefore, if the p-value of the correlation test is less than 0.05, the null hypothesis is rejected. On the other hand, if the p-value of the correlation test is greater than or equal to 0.05, the null hypothesis is not rejected (Table 5). The results of Spearman's Product-Moment Correlation test show a significant relationship between the advantages of the use of e-business facilities and supply chain management at Blue Pearl Hotel ($r(100) = 0.51$, $p = 0.000$). The null hypothesis is therefore rejected, and it is concluded that there is enough evidence to show that there exists a significant relationship between the advantages of the use of e-business facilities and supply chain management at Blue Pearl Hotel.

Table 5: Test of Hypothesis One

			Supply chain management at Blue Pearl Hotel
Spearman's rho	Advantage	Correlation Coefficient	.510**
		Sig. (2-tailed)	.000
		N	100

3.3.2 Test of Hypothesis Two

H0: There is no significant relationship between the challenges facing e-business users and supply chain management at Blue Pearl Hotel.

H1: There is a significant relationship between the challenges facing e-business users and supply chain management at Blue Pearl Hotel.

Just as was the case with hypothesis I, the Spearman's Product-Moment Correlation test was used to test for this hypothesis. Therefore, if the p-value of the correlation test is less than 0.05, the null hypothesis is rejected. On the other hand, if the p-value of the correlation test is greater than or equal to 0.05, the null hypothesis is not rejected (Table 6). The results of the Spearman's Product-Moment Correlation test show a significant negative relationship between the challenges facing e-

business users and supply chain management at Blue Pearl Hotel (r(100) = -0.386, p = 0.000). The null hypothesis is therefore rejected, and it is concluded that there is enough evidence to show that there exists a significant relationship between the challenges facing e-business users and supply chain management at Blue Pearl Hotel. Therefore, the more challenges faced in using e-business facilities, the less the use of e-business in the supply chain management at Blue Pearl Hotel.

Table 6: Test of Hypothesis Two

			Supply chain management at Blue Pearl Hotel
Spearman's rho	Challenge	Correlation Coefficient	-.386**
		Sig. (2-tailed)	.000
		N	100

3.3.3 Test of Hypothesis Three

H0: There is no significant relationship between the impact of e-business on the lives of users and supply chain management at Blue Pearl Hotel.

H1: There is a significant relationship between the impacts of e-business on the lives of users and supply chain management at Blue Pearl Hotel.

Just as was the case with hypotheses I and II, Spearman's Product-Moment Correlation test was used to test for this hypothesis. Therefore, if the p-value of the correlation test is less than 0.05, the null hypothesis is rejected. On the other hand, if the p-value of the correlation test is greater than or equal to 0.05, the null hypothesis is not rejected (Table 7). The null hypothesis is therefore rejected, and it is concluded that there is enough evidence to show that there exists a significant relationship between the impacts of e-business on the lives of users and supply chain management

at Blue Pearl Hotel. Therefore, the more the impacts of e-business on the lives of users, the more the use of e-business facilities in the supply chain management at Blue Pearl Hotel.

Table 7: Test of Hypothesis Three

			Supply chain management at Blue Pearl Hotel
Spearman's rho	Impact	Correlation Coefficient	.445**
		Sig. (2-tailed)	.000
		N	100

4. Discussion

This study looked at how e-business impacted the supply chain management of the Blue Pearl Hotel in the Mezam Division of Bamenda, Cameroon. In particular, the study looked at the advantages of using e-business tools for supply chain management at the Blue Pearl Hotel, the difficulties faced by e-business users in this setting, and the impact of e-business on the lives of supply chain management users at the Blue Pearl Hotel. According to data on the socioeconomic characteristics of the sampled population (Figure 3), women make up 57% of the study's respondents, compared to 43% of men. This suggests that there are more women than men conducting e-business at the Blue Pearl Hotel. A closer look at Figure 3 shows that a higher percentage of respondents 52% were Christians. This is logical considering the municipality is a Christian-dominated area. Table 1's results indicate that 40% of respondents were married at the time of the interview. In terms of educational attainment, 38% of the population only possessed GCE Advanced Level or its equivalent. This implies that the Blue Pearl Hotel's low level of education is the reason for its low degree of e-business awareness.

Using e-business facilities in supply chain management at the Blue Pearl Hotel has several benefits, listed in decreasing order of importance (Figure 4). These benefits include time and cost savings (reported by 79%), cross-cultural and cross-national transactions (reported by 59%), new business opportunities (reported by 56%), and online learning and academic opportunities (52%). This suggests that e-business is a new business endeavour that deals with the problem of effectively

maximizing time and that it is preferable to traditional business methods, which require the supplier and the customer to meet in a specific location before any business can be conducted. The Resource-Based Theory (RBT) suggests that companies that invest in valuable resources are more likely to build e-business capabilities that generate (primarily) informational and operational advantages. The outcomes are similar to those of Kremljak's (2015) investigation into the benefits of e-commerce for e-supply chains. E-commerce makes supply chains more effective, which is advantageous to producers and consumers alike. Businesses can reduce inventory, expedite product launches, and better meet client needs. Supply chain management is impacted by e-commerce in a variety of ways. This study's results are different from those of a study conducted in South Africa by Ledwaba *et al.* (2019) on the utilisation and advantages of e-technology business applications. According to their findings, companies that use e-business in their operational processes of creating value propositions enjoy a number of advantages (Ledwaba *et al.,* 2019). Value propositions' operational performance is significantly impacted by business applications (Ledwaba *et al.,* 2019). E-business apps offer SME firms reasonably priced solutions and are simple and practical to install in a business (Ledwaba *et al.,* 2019).

The difficulties encountered by the Blue Pearl Hotel's e-business facility users are shown in Table 3. The population's low level of technological use of these facilities (reported by 64%), the absence of trained personnel to oversee the company's website (reported by 59%), and the restricted financial resources (reported by 50%) are the three main issues these users confront. These findings suggest that using the Blue Pearl Hotel's e-business services will be somewhat difficult due to the low level of education in the research area. Perceived Organizational eReadiness (POER) and Perceived External eReadiness (PEER) are the two constructs that are the focus of the Perceived eReadiness Model's (PERM) implications. Many scholars believe that interactive e-commerce is the beginning of e-commerce (Rogers *et al.,* 2014). Accordingly, if a company has earned an interactive e-commerce status, the PERM views it as having adopted e-commerce. Understanding the difficulties e-business users encounter in supply chain management requires a grasp of this theoretical framework. The results are consistent with those of Emami *et al.* (2023) regarding the value proposition design and e-business challenges faced by Iranian communities. Their research confirms that the nation's entrepreneurs face two types of internal and external barriers. Some internal issues highlight barriers and issues like inadequate network and technology infrastructure, the safety of personal data transfers, inadequate infrastructure, including internet speed and

bandwidth limitations, and a lack of programming skills (Emami *et al.,* 2023). Regarding external hurdles, the results discuss the financial penalties and limitations placed on online companies (Emami *et al.,* 2023). The results deviate from Ladan's (2013) findings about the security challenges facing e-business. According to the findings, this new economy or business model has many advantages over the traditional one, but it also has many drawbacks, particularly with security concerns.

The three main impacts of using e-business are as follows: E-business offers a simple and simplified purchasing process (reported by 44% of the sample, slightly over 37% of the men and 49% of the women, $X^2 = 0.1475$, $p = 0.478$); it is advantageous compared to purchasing in traditional shops (reported by 75% of the sample, 77% of the men, and 74% of the women, $X^2 = 0.802$, $p = 0.670$); it also has created new ways of being close to customers (reported by 41% of the sample, nearly 30% of the men, and 51% of the women, $X^2 = 7.386$, $p = 0.025$). This implies that e-business has numerous positive advantages in supply chain management. On the other hand, some of the respondents mentioned that it is risky compared to purchases in traditional shops (reported by 53% of the entire sample, close to 56% of the men and 51% of the women, $X^2 = 7.123$, $p = 0.028$) while at the same time leading to a lack of trust due to transaction failures (reported by 57% of the entire sample, 46.5% of the men and close to 65% of the women, $X^2 = 3.406$, $p = 0.091$). The results differ from the findings of Melović *et al.* (2021), who conducted a study on the determinants of Millennials' behaviour in online shopping: implications for consumers' satisfaction and e-business development. According to the findings, Millennials are happy with their prior internet buying experiences. They largely buy cheap things online because they think it's safer than going to regular stores, but they also think it's advantageous. The results of this study also diverge from those of Bucur-Teodorescu's (2021) investigation into the influence of the emotional intelligence of digital consumers on the moral principles propagated in e-business. The study demonstrates that, when used appropriately, the internet benefits both consumers and businesses (Bucur-Teodorescu, 2021). The results of this study are different from those of Mofokeng's (2021) investigation on the moderating effects of e-commerce experience in South Africa on the impact of online shopping qualities on customer happiness and loyalty. The findings show that product delivery, perceived security, information quality, and product variety all affect online shoppers' satisfaction (Mofokeng, 2021).

5 Conclusions

The purpose of the study was to investigate how supply chain management at the Blue Pearl Hotel is impacted by e-business. Using e-business facilities in supply chain management at the Blue Pearl Hotel has several benefits, including time and cost savings, cross-cultural and cross-national transactions, new business opportunities, and online learning and academic opportunities. This suggests that because e-business has many commercial benefits, the Blue Pearl Hotel's management should ensure that all the facilities needed to conduct e-business transactions are set up and that employees are properly trained on how to use them. The population's low level of technological use of these facilities, the absence of trained personnel to oversee the company's website, and the lack of funding are the three main challenges these users face. Given that e-business is expanding daily and that Cameroon's internet user base is below average, people are encouraged to become familiar with using electronic tools for conducting business. The majority of attendees at the Blue Pearl Hotel were aware of the impact of e-business in supply chain management. E-business offers a simple and simplified purchasing process, which is advantageous compared to purchasing in traditional shops. It has also created new ways of being close to customers. On the other hand, e-business is risky compared to purchases in traditional shops, while at the same time leading to a lack of trust due to transaction failures. As a result, the Blue Pearl Hotel's management ought to implement plans aimed at enhancing staff payment security, logistics, and sufficient training on the use of e-business facilities.

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