

## Effect of Strategic Management on the Sustainability of Poultry Business in Calabar South, Cross River State

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### Abstract

This research examined effect of strategic management on sustainability of poultry enterprises in the Calabar South Local Government Area, in Cross River State. Primary data were gathered from poultry business operators in the area, and descriptive survey research design employed. The population was unknown due to no official records of poultry farmers in the area therefore, snowball sampling technique was adopted by which an identified poultry business owner referred the researcher to the next poultry farmer until a sizeable sample size of 58 was reached. The research instrument was strategic management and sustainability of poultry business questionnaire (SMSPBQ), which was pretested for validity and reliability. The test-retest approach used for reliability of the instrument yielded correlation coefficients of 0.948 in the test and 0.912 in the retest. Data were analysed using both descriptive and inferential statistics. The hypothesis was tested using multiple regression model at 0.05 significance level. The findings indicated that all the research variables were significant implying that goal setting, strategic planning, strategic orientation, changing environmental conditions and marketing strategy were significant for sustainability of poultry business in Calabar South LGA. The implication of the findings was that strategic management practices are essential for the long-term success of poultry business in Calabar South LGA. Therefore, poultry business operators should adopt strategic management practices in the management of poultry business in the area.

**Keywords:** Strategic Management Dimensions, Poultry Business, Sustainability of Poultry, Calabar South.

### Introduction

Poultry, which refers to domesticated birds raised for their meat, feathers, or eggs, represents a diverse and captivating group of animals that have been integrated into agricultural systems for the mutual benefit of both the animals and humans (Adeyonu, et al., 2017). This sector is vital for food security and nutrition and is the fastest-expanding agricultural sub-sector in developing nations (Adeyonu et al., 2021). In 2020, the poultry industry's market value stood at \$310.7 billion and is anticipated to increase by 3.8% to reach \$322.55 billion in 2021, with projections indicating it will soar to \$442.97 billion by 2025, maintaining a cumulative annual growth rate of 7% (Yildiz, 2021). These statistics highlight the significant growth potential of the poultry sector at the global level. The poultry industry provides animal protein, job opportunities and income to the people thereby contributing to food security and poverty alleviation and contributes approximately 25% to Nigeria agricultural GDP (Makasi et al., 2020; Nasiru et al., 2012). In

2020, the market value of poultry industry in Nigeria was \$2.5 billion and is expected to increase to \$4.5 billion by 2025 (Obi, 2020). Also, Calabar, Cross River State, has witness a significant increase in poultry farming both at subsistence and commercial scale though the issue of sustainability remains serious challenge to the operators as well as government that is beginning to take interest in the sector owing to the significant contributions of the subsector to the economy.

Most of the poultry business in Calabar are operated on the basis of micro, small and medium enterprises (MSMEs), therefore they are confronted with all the challenges of capital formation, rising operating cost and sustainability. The expenses associated with poultry farming have surged dramatically due to several factors, including the expensive nature of inputs, the importation of substandard chicks from foreign breeds, drought conditions, disease outbreaks, insufficient market access, and intense competition (Baruwa & Adesuyi, 2018; Banjoko et al., 2014). To maintain the viability of poultry businesses amidst these challenges, it is essential to implement strategic management approaches. These include setting clear objectives, adopting a strategic orientation, engaging in thorough strategic planning, developing effective marketing strategies, and fostering innovation to adapt to evolving business environments. These dimensions may assist poultry operators set clear strategic goals, plan strategically and operate with good strategic orientation to mitigate potential losses and achieve sustainability (Nwaubani et al., 2023; Ovonomo & Onuoha, 2023; Abodunde, 2020; Nyikal & Kosura, 2005). Also, as the business expands, the need to regularly scan the environments to identify opportunities and mitigate risk and analyse market trends become obvious to stay competitive and continuous in business. The foregoing underscores the significant of adopting strategic management in business enterprises generally and poultry business in particular.

### **Problem statement**

The viability of the poultry industry in Calabar South Local Government Area (LGA), Cross River State is vital for the region's economic development and food security. Nevertheless, this sector faces numerous challenges, including the escalating cost of feed, outbreaks of avian influenza and other severe diseases, flooding, low production rates, volatile output prices, limited access to credit, and overall low productivity, among various other issues. Additionally, many of the poultry business in the area are not strategically driven; there are not governed by any strategic orientation, goals or plan as such, they are susceptible to vulnerability. Business that are not strategically driven are liable to experience sustainability issues because they are unlikely to possess the temerity to overcome the challenges pose by changing business environment. Like other MSMEs in the area, poultry business faces the problems of financial insufficiency. There are growing financial requirements to operate poultry business amidst rising inaccessibility to sources of finance. Many of the operators of this type of business started at micro scale, as they begin to see prospect, the need for expansion becomes imminent. This does not only bring into light the problem of financing but goal-setting, strategic planning, marketing strategy and other

strategic options. How the business owners deal with these issues is important for their survival and sustainability. It is on this ground that this study was considered to examine the effect of strategic management on the sustainability of poultry business in Calabar South Local Government Area.

### **Objectives of the study**

The study investigated the effect of strategic management on the sustainability of poultry businesses in Calabar South Local Government Area of Cross River State. The specific objectives were:

1. To examine the effect of goal setting on sustainability of poultry business in Calabar South LGA.
2. To examine the effect of strategic planning on sustainability of poultry business in Calabar South LGA.
3. To examine the effect of strategic orientation on sustainability of poultry business in Calabar South LGA.
4. To examine the effect of changing environmental conditions on sustainability of poultry business in Calabar South LGA.
5. To examine the effect of marketing strategy on sustainability of poultry business in Calabar South LGA.

### **Research questions**

The following are the research questions:

1. To what extent does goal setting affect the sustainability of poultry business in Calabar South LGA?
2. To what extent does strategic planning affect the sustainability of poultry business in Calabar South LGA?
3. To what extent does strategic orientation affect the sustainability of poultry business in Calabar South LGA?
4. To what extent does a changing environmental condition affect the sustainability of poultry business in Calabar South LGA?
5. To what extent does marketing strategy affect the sustainability of poultry business in Calabar South LGA?

### **Literature Review**

#### **Strategic management**

Strategic management revolves around how businesses cultivate long-lasting competitive advantages, leading to value creation (Suleiman et al, 2022; Ramachandran et al., 2006). According to Hitt and Collins (2007), strategic management sets the stage for owner-manager behaviour by exploiting opportunities. This process includes the formulation and implementation of key goals and initiatives by the company's top leadership on behalf of the owners, considering resources and evaluating both internal and external competitive

environments (Njagi & Kombo, 2014). When viewed through a sustainability lens, strategic management entails integrating environmental and social factors into the company's goal-setting and initiative execution. Importantly, it provides a comprehensive direction for the enterprise, encompassing the specification of organisational objectives, the development of long-term policies and plans to achieve these goals, and the allocation of resources for plan implementation. Scholars and industry leaders have devised a range of models and structures to aid in strategic decision-making within intricate and competitive environments (Ghemawat, 2012). The essence of strategic management is ever-changing; models often integrate a feedback loop to oversee implementation and guide future planning (Hill & Jones, 2012). This methodology enables companies to make informed decisions and strategies by remaining alert to risks and opportunities in a dynamic landscape. Furthermore, strategic management includes the interconnected concepts of strategic planning and strategic thinking. Strategic planning entails systematic, formalized procedures to generate data and analyses that feed into strategic thinking, which amalgamates this information to formulate strategy. Mintzberg et al. (2015) argue that strategic planning can also denote the control mechanisms employed to execute the devised strategy. In essence, strategic planning revolves around the strategic thinking or strategy-making process. In the poultry industry, strategic management entails making decisions and taking actions to secure a competitive edge in the market. This involves analysing market trends, identifying growth opportunities, and crafting strategies to maximize profitability.

## **Dimensions of Strategic Management**

### ***A. Goal setting***

Goal setting objectives involves identifying a specific accomplishment in a particular domain with quantifiable outcomes, including actions and deadlines for completion (Rowe et al. 2017). Establishing goals is vital for both personal and business development, providing clear sense of direction and intent. Creating sustainable goals ensures that actions contribute to long-term success and well-being. Additionally, sustainability in goal setting involves considering the impact on the environment, society, and future generations, promoting a holistic approach to achievement. Attaining goals instils a sense of competence, thereby boosting self-efficacy. Moreover, feedback on progress of goal attainment can enhance motivation and reinforces improvement through diligence (Putwain et al., 2018; Schunk, 2013). This underscores the importance of integrating meaningful and personally relevant goals into the poultry business to heighten sense of purpose and motivation. By aligning goals with values and aspirations, poultry business operators can foster sense of direction and drive and ultimately enhance productivity and success.

The work by Rowe et al. (2017) reveals positive link between goal-setting and student engagement, in support of the fact that goal-setting effectively increases performance outcomes. Agwu (2018) expresses that poultry farmers who implement goal-setting

strategies are more likely to achieve higher levels of productivity and profitability. This was because setting clear goals helps farmers prioritise tasks, make informed decisions, and stay motivated in midst of challenges. This implies that goal-setting strategies provide roadmap for poultry farmers, allowing them to stay focused on their objectives. By setting specific and challenging goals, farmers are more likely to push themselves beyond their comfort zones and strive for continuous improvement. Additionally, the author emphasises the role of self-efficacy in goal attainment, as believing in one's own abilities can significantly impact motivation and performance. Overall, the findings suggest that implementing goal-setting strategies can have a positive impact on productivity and profitability in the poultry farming industry.

### ***B. Strategic planning***

In the poultry industry, the strategic planning process has been embraced as business acknowledge the need for long-term sustainability. However, this is often achieved through informal rather than formal strategic planning process. Although Sandada et al. (2014) observe increasing adoption of strategic planning in SMEs the specific impact on the poultry sector is vague. The goal of strategic planning for sustainability is to ensure long-term viability and competitiveness and sustainability (Tenai et al., 2019). Abel (2013) notes that strategic planning entails setting objectives, devising strategies, and taking actions that foster economic growth, minimize environmental harm, and enhance societal well-being. Moreover, strategic planning for sustainability includes continuously monitoring and assessing progress to make necessary adjustments and improvements. Gica (2012) emphasises that strategic planning focuses on the future impacts of current decisions, the means to achieve desired outcomes, and the evaluation of success, linking short-term and long-term plans.

To plan strategically, it is necessary to understand the organisation's current position, its goals, and the path to achieve them (Kriemadis & Theakou, 2007). Strategic planning for sustainability is an approach to integrating environmental considerations, forward-thinking decision-making, and performance enhancement. By recognising the importance of environmental factors and reducing uncertainty, strategic planning in the poultry industry aims to formulate strategies that promote sustainability and long-term success. This includes considering the short and long-term effects of the strategies and strive to balance economic growth with ecological responsibility.

### ***C. Strategic orientation***

Strategic orientation is the degree to which a company proactively and continually factors financial objectives with environmental and social considerations into business decisions (Pagell & Wu, 2019). This concept recognises the need to balance long-term environmental and social impacts with financial goals. By adopting strategic orientation, companies actively seek opportunities to minimise environmental impact, improve welfare, and positively affect communities in which they operate. This approach goes beyond simple

regulatory compliance to promote sustainable practices. Pagell and Wu (2019) state that strategic orientation is founded on 1) aligning economic sustainability goals with social and environmental objectives; 2) consistently communicating about sustainability; 3) integrating sustainability values into the entire business model; and 4) distributing accountability for sustainability across all departments, including employees and key supply chain partners. Proper alignment of economic sustainability goals with social and environmental ones is crucial for a responsible poultry industry, ensuring that economic success does not compromise social and environmental well-being. Regular communication about sustainability can increase awareness and promote a culture of responsibility among stakeholders. Furthermore, integrating sustainability guiding values throughout the business model ensures that sustainable practices are embedded in every aspect of operations, from sourcing to production to distribution. Finally, distributing accountability for sustainability across all departments and supply chain members ensures everyone actively contributes to driving positive change.

#### ***D. Changing environmental conditions***

Environmental conditions are constantly evolving due to a variety of factors such as natural processes, human activities, and climate change. These shifts have a profound effect on the sustainability of ecosystems and the well-being of all living organisms (Adeyemi et al., 2017). An example of the impact of changing environmental conditions on sustainability is the reduction in biodiversity. As environments shift, certain species may fail to adapt and survive, resulting in decreased biodiversity. This loss can disrupt ecosystem balance and negatively affect environmental health and stability (Meier et.al, 2012). Furthermore, changing environmental conditions can lead to resource scarcity, where resources become limited or depleted due to climate change or overexploitation. Kraja and Osmani (2013) define sustainability as the ability to maintain or enhance the quality of the environment over time while adapting to and mitigating the impacts of changing conditions. This concept encompasses various factors such as biodiversity, ecosystem health, resource availability, and climate stability. Achieving sustainability necessitates a comprehensive approach that intertwines environmental, social, and economic systems, ensuring present needs are fulfilled without jeopardizing future generations' ability to satisfy their own. It also encompasses practices that foster conservation, renewable energy, waste minimization, and responsible consumption to reduce environmental impact.

Muriuki et al. (2017) highlight the interplay of changing environmental conditions and human activities, which poses substantial threats to biodiversity and ecosystem health, including habitat destruction, pollution, overuse of natural resources, and climate change. To ensure sustainability, it is crucial to address these issues by adopting sustainable practices, promoting biodiversity preservation, and lowering greenhouse gas emissions through a shift to clean energy sources. Environmental changes also affect the health and productivity of birds. By implementing sustainable farming techniques such as organic feed, rotational grazing, and proper waste management, farmers can mitigate negative

environmental impacts and ensure the long-term viability of their operations. Innovative technologies like solar-powered heating and ventilation systems can further reduce greenhouse gas emissions and support sustainable poultry farming practices. Koech and Were (2016) explain that sustainable farming practices benefit the environment and enhance the overall welfare of poultry. For instance, organic feed can improve the nutritional value of the poultry's diet, leading to healthier and more productive birds. Moreover, effective waste management techniques can prevent water source contamination and reduce the risk of disease outbreaks among flocks.

### ***E. Marketing strategy***

The concept of marketing strategy encompasses the comprehensive blueprint that organisations employ to achieve its marketing objectives. Central to this approach is the identification of target demographics, competitive analysis, and the formulation of effective strategies for promoting and selling products or services (Gibbons & O'Connor, 2015). Successful execution of a marketing strategy hinges on factors like understanding consumer needs, market dynamics, and the company's internal capabilities. Moreover, differentiation from competitors and the creation of customer value are crucial considerations. A robust marketing strategy facilitates competitive advantage and supports sustained success in the marketplace. Transitioning from conventional marketing to sustainability marketing involves integrating social and environmental considerations into marketing practices (Ingenbleek & Frambach, 2010). This shift necessitates innovative approaches in several key areas: addressing social and environmental concerns, adopting a holistic understanding of consumer behaviour, rethinking the marketing mix, and engaging in proactive relationship-building activities (Trivedi et al., 2018). Sustainable marketing amalgamates contemporary marketing techniques with ethical, eco-friendly, and socially responsible approaches, thereby establishing a foundation for segmented markets and targeted consumer outreach.

Trivedi et al. (2018) underscore the importance of addressing social and environmental issues within marketing strategies, advocating for sustainable practices, minimizing carbon footprints, and supporting social causes. They also emphasized the significance of comprehensively analysing consumer behaviour to tailor marketing efforts towards sustainability-aligned preferences. Redesigning the marketing mix involves adapting traditional elements such as product offerings, pricing strategies, distribution channels, and promotional activities to align with sustainable practices and meet evolving consumer expectations. Applying this framework to poultry farming business, marketing strategies could emphasise sustainable farming practices like organic feed and humane treatment of poultry (Obaidullah et al., 2011). By highlighting these ethical practices, business appeal to socially conscious consumers and differentiate themselves within the market. Ikaharehon and Briggs (2016) suggest that such strategies enhance customer loyalty and bolster brand reputation. Leveraging digital marketing tools such as social media and influencer collaborations can further amplify outreach efforts, fostering community engagement



among consumers who prioritise ethical values. This integrated approach not only enhances market positioning but also contributes to long-term viability in the poultry farming sector.

### **Sustainability in the Poultry Industry**

Poultry play crucial role in various farming systems worldwide, efficiently converting diverse feed sources—ranging from agricultural residues to household scraps and industrial leftovers—into essential animal products and protein. This efficiency surpasses that of many other livestock species, underscoring their significance in bolstering food security, protein availability, and livelihoods globally. Moreover, poultry integration into urban and peri-urban settings empowers women economically, aligning with Millennium Development Goals focused on gender equality (FAO, 2019). The poultry sector's expansion, evidenced by a 3206% rise in meat production and a three-fold increase in egg output from 1967 to 2007 (FAO, 2019), poses significant sustainability challenges amid its dual landscape of corporate giants and small-scale producers. This dichotomy presents both challenges and opportunities for development and innovation across various segments of the industry.

Notably, large-scale poultry enterprises are increasingly adopting sustainable practices, moving beyond mere reputation management to embrace broader business imperatives. According to McKinsey (2010), these firms are strategically focusing on cost reduction, market diversification, and product innovation—a strategy akin to Porter's generic strategies of cost leadership, differentiation through product development, and niche market penetration (Bonin, 2012). The shift towards sustainability is primarily driven by cost reduction initiatives, closely followed by corporate alignment with business goals, mission, and new growth prospects (McKinsey, 2010). The concept of sustainability in poultry production is multifaceted, encompassing diverse criteria such as carbon footprint reduction, economic viability, and social impacts. Castellini et al. (2012) advocate for a comprehensive, multi-criteria approach that assesses sustainability across dimensions including food security, environmental stewardship, economic feasibility, and quality of life. Similarly, the FAO's SAFA framework (2012) evaluates sustainability through four dimensions—environmental integrity, economic resilience, social well-being, and good governance—using a range of indicators to measure progress and impact.

### **Theoretical Framework**

The study anchored its approach in the resource-based theory, initially proposed by Jay Barney in 1991, which posits that a firm's competitive edge stems from its distinctive and valuable resources. These resources encompass physical assets, intellectual property, human capital, and organisational capabilities. According to Barney (1991), firms endowed with superior resources can surpass competitors and maintain a sustainable advantage over time by effectively leveraging these unique assets to create customer value and differentiate themselves in the market. In contrast to solely assessing external



opportunities and threats, competitive advantage, as per Barney (1995), hinges on a firm's internal reservoir of unique resources and capabilities.

Ainuddin et al. (2017) assert that the resource-based approach in strategic management emphasizes how a firm's competitive advantage and performance are fundamentally linked to the attributes of its resources and capabilities, which must be both valuable and difficult to imitate. Despite its strengths, this theory has been critiqued for neglecting the role of entrepreneurial strategies and abilities as critical sources of competitive advantage. The application of the resource-based theory, therefore, should extend beyond physical resources to encompass human resource capabilities, which are foundational to organisational sustainability. Stanley (2015) describes dynamic capabilities as the ability to incorporate, develop, and reshape internal and external proficiencies to adjust to swiftly evolving environments. Importantly, these capabilities must not only modify the resource base but also become embedded within the organisation and be reproducible over time. The need for dynamic capabilities stems from the persistent threat of degradation of firm-specific resources and proficiencies in the current highly competitive business arena. The resource-based theory provides a framework for comprehending how firms can cultivate and utilize their distinctive resources and capabilities to secure lasting competitive advantages. It elucidates why certain firms excel over others in hypercompetitive settings. By applying the resource-based theory to investigate strategic management practices within the poultry industry in Calabar South, this study contributes to understanding how core resources can enhance competitive advantage and ensure business sustainability.

### Research Methodology

The research employed a descriptive survey design to comprehensively portray the research's nature and address the research problem by systematically collecting and analysing data from a specified sample, drawing inferences from these analyses. In this study, the population size was undetermined due to the lack of official data on the number of poultry business in the region. The sample consisted of 58 operators of poultry business, selected using the snowball sampling technique. This referral-based method facilitated the identification of existing poultry business operators in the area, where each identified operator referred the researcher to another until all the poultry business operators in the area were covered. Data were gathered using structured questionnaire titled strategic management and sustainability of poultry business questionnaire (SMSPBQ).

The questionnaire, divided into sections A and B, aimed to capture demographic information in Section A and variables related to strategic management practices and their impact on business sustainability in Section B. This section contained 25 items designed to measure variables such as goal setting, adoption of strategic planning, strategic orientation, and responses to changing environmental conditions. Sustainability metrics included key performance indicators such as business longevity, number of farms operated, sales revenue, profit margins, and demand trends for poultry products. Respondents rated their agreement with each statement on a 4-point Likert scale ranging from strongly agree

(4) to strongly disagree (1), with a mean criterion set at 2.5. To validate the questionnaire, experts reviewed it for face and content validity, suggesting modifications that were subsequently incorporated to enhance its suitability for the study. Reliability was assessed using the test-retest approach, where the SMSPBQ was administered to 10 randomly selected respondents in Calabar Municipality Local Government Area, a different locality from the study area. This involved re-administering the same instrument to the same respondents after a two-week interval to gauge the consistency of their responses, yielding reliability coefficients of 0.912 and 0.948 respectively, as analysed using Pearson Product Moment Correlation Coefficient in SPSS. A potential source of bias in this study is the fact that data about both dependent and independent variables came from the same source. This could have introduced bias that inflate or deflate the results of the study.

**Table 1:** Reliability test result of the questionnaire  
**Correlations**

		TEST SMSPBQ	RETEST SMSPBQ
TEST SMSPBQ	Pearson Correlation		.948**
	Sig. (2-tailed)		00.000
	N		10
RETEST SMSPBQ	Pearson Correlation	.912**	
	Sig. (2-tailed)	0.000	
	N	10	
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: SPSS Analysis 2024			

Statistical analysis of the research data involved employing both descriptive and inferential statistical methods. Descriptive statistics, including measures like mean, variance, standard deviation, skewness, and kurtosis, were utilised to characterise the data's distribution and characteristics. To test the hypothesis, a multiple regression model was applied, chosen based on the hypothesis' structure aimed at assessing the effect of various strategic management variables on the sustainability of poultry production. All analyses were conducted using the Statistical Package for the Social Sciences (SPSS) version 26, ensuring rigorous statistical scrutiny. The multiple regression model was given as:

$$Y = \beta_0 + GS\beta_1 + SP\beta_2 + SO\beta_3 + CEC\beta_4 + MS\beta_5 + \epsilon$$

- Where Y = sustainability of poultry business
- GS = Goal setting
- SP = Strategic planning
- SO = Strategic orientation
- CEC = Changing environmental conditions
- MS = Marketing strategy
- $\beta_0$  = Constant
- $\beta_{1-5}$  = Slope of the regression line

$$\varepsilon = \text{Error term}$$

$$(\beta_0, \beta_{1-5} \neq 0)$$

The hypothesis was stated thus:

There is no significant effect of goal-setting, strategic planning, strategic orientation, changing environmental conditions and marketing strategy on the sustainability of poultry business in the study area.

## Results and Interpretation

### Distribution of respondents

**Table 2:** Demographic characteristics of the respondents

Category	Sub-category	Frequency (n=58)	Percentage (%)
Role in this business	Owner	37	63.79
	Managers	21	36.21
Gender	Male	33	56.90
	Female	25	43.10
Age	Less than 30 years	14	24.14
	31-40 years	22	37.93
	41-50 years	12	20.69
Years of experience in the poultry business	More than 50 years	10	17.24
	Less than 5 years	8	13.79
	5-10 years	32	55.17
	More than 10 years	18	31.03
Size of poultry business	Less than 50 birds	7	12.07
	51-100 birds	12	20.69
	101- 500 birds	26	44.83
	501 -1000 birds	6	10.34
	More than 1000 birds	7	12.07
Number of persons employed			
	Less than 5persons	34	58.62
	5-10 persons	14	24.14
	11-20 persons	10	17.24
	More than 20 persons	-	-
Poultry production	Broiler	18	31.03
	Layers	14	24.14
	Breeders	26	44.83

**Source:** Field survey 2024

Table 2 presents the demographic profiles of the respondents who are either poultry proprietors, supervisors, or representatives. The breakdown reveals that 37 participants, equivalent to 63.79%, were the proprietors of the poultry enterprises, while 21 participants, equivalent to 36.21%, were the supervisors. Consequently, the majority of the respondents were the proprietors of the poultry enterprises. The gender breakdown shows that 33

participants, representing 56.90%, were male, and 25 participants, representing 43.10%, were female. Thus, the majority of the respondents were male. The age breakdown shows that 14 participants, representing 24.14%, were under 30 years old, 22 participants, representing 37.93%, were aged 31-40, 12 participants, representing 20.69%, were aged 41-50, and 10 participants, representing 17.24%, were over 50 years old. Therefore, the majority of the respondents were aged 31-40. The distribution of years of experience among poultry business operators indicates that 8 participants, equivalent to 13.79%, had less than 5 years of experience, 32 participants, equivalent to 55.17%, had 5-10 years of experience, and 18 respondents, equivalent to 31.03%, had more than 10 years of experience. Thus, the majority of the respondents had 5-10 years of experience in the poultry business.

The distribution of the size of the poultry business revealed that 7 of the participants representing 12.07% have less than 50 birds, 12 of the participants representing 20.69% have 51-100 birds, 26 of the participants representing 44.83% have 101-500 birds, 6 of the participants representing 10.34% have 501-1000 birds, and 7 of the participants representing 12.07% have more than 1000 birds. Thus, the majority of the participants have 501-1000 birds. The distribution of the persons employed shows that 34 of the participants representing 58.62% have less than 5 persons working for them, 14 of the participants representing 24.14% have 5-10 persons working for them, and 10 participants representing 17.24% have 11-20 persons working for them. No respondent indicated the option for more than 20 persons working for them. Thus, the majority of the respondents have less than 5 persons working for them. The distribution of the poultry production shows that 18 of the participants representing 31.03% reared broiler, 14 of the participants representing 24.14% reared layers, and 26 of the participants representing 44.83% reared breeders. Thus, the majority of the participants reared breeders.

**Table 3:** Statistical analysis of the relationships between strategic management practices and sustainability

Variables	Mean	Std. Dev	Skewness	Kurtosis	n	r	Remark
Goal setting	12.48	2.121	-0.701	-0.085	58	0.508	Moderate
Sustainability	11.62	2.239	0.078	-0.157			
Strategic planning	12.74	2.057	-0.516	-0.040	58	0.382	Weak
Sustainability	11.62	2.239	0.078	-0.157			
Strategic orientation	12.74	2.124	-1.002	0.911	58	0.477	Moderate
Sustainability	11.62	2.239	0.078	-0.157			
Changing environmental condition	12.12	2.325	-0.507	-0.647	58	0.471	Moderate

Sustainability	11.62	2.239	0.078	-0.157			
Marketing strategy	12.43	2.185	-0.462	-0.444	58	0.425	Moderate
Sustainability	11.62	2.239	0.078	-0.157			

**Source:** SPSS Analysis 2024

Table 3 presents a statistical examination of the connections between strategic management practices and the sustainability of poultry enterprises in Calabar South Local Government Area of Cross River State. The analysis reveals that goal setting had a mean of 12.48, a standard deviation of 2.121, a skewness of -0.701, and a kurtosis of -0.085. Conversely, sustainability showed a mean of 11.62 and a standard deviation of 2.239, with a skewness of 0.078 and a kurtosis of 0.157. The correlation coefficient between goal setting and sustainability was determined to be 0.508 ( $r = 0.508$ ,  $r \geq \pm 0.40$  to  $\leq \pm 0.59$ ), indicating a moderately positive association between the two variables. This implies that goal setting is an important factor in the sustainability of poultry businesses in Calabar South LGA.

Strategic planning variable had a mean of 12.74, a SD of 2.057, skewness of -0.516, and kurtosis of -0.040. When correlated with sustainability of mean of 11.62, standard deviation of 2.239, a skewness of 0.078 and a kurtosis of 0.157. The correlation coefficient between strategic planning and sustainability was 0.382 ( $r = 0.382$ ,  $r \geq \pm 0.20$  to  $\leq \pm 0.39$ ), indicating a weak positive relationship between the two variables. This suggests that strategic planning is minimal practised with respect to sustainability of poultry business in Calabar South LGA. Strategic orientation had a mean of 12.74, a SD of 2.124, skewness of -1.002, and kurtosis of -0.911, while sustainability had a mean of 11.62 and a standard deviation of 2.239, with a skewness of 0.078 and a kurtosis of 0.157. The correlation coefficient between strategic orientation and sustainability was 0.477 ( $r = 0.477$ ,  $r \geq \pm 0.40$  to  $\leq \pm 0.59$ ), indicating a moderate positive relationship between the two variables. This suggests that strategic orientation plays a substantial role in the sustainability of poultry business in Calabar South LGA.

The statistics of changing environmental condition had a mean of 12.12, a SD of 2.325, skewness of -0.507, and kurtosis of -0.647 while sustainability had a mean of 11.62 and a standard deviation of 2.239, with a skewness of 0.078 and a kurtosis of 0.157. The correlation coefficient between changing environmental condition and sustainability was 0.471 ( $r = 0.471$ ,  $r \geq \pm 0.40$  to  $\leq \pm 0.59$ ), indicating a moderate positive relationship between the two variables. This suggests that changing environmental condition plays a substantial role in the sustainability of poultry businesses in Calabar South LGA. The statistical parameters of marketing strategy were mean = 12.43, SD = 2.185, skewness = -0.462, and kurtosis of -0.444. On the other hand, sustainability had a mean of 11.62 and a standard deviation of 2.239, with a skewness of 0.078 and a kurtosis of 0.157. The correlation coefficient between marketing strategy and sustainability was found to be 0.425 ( $r = 0.425$ ,  $r \geq \pm 0.40$  to  $\leq \pm 0.59$ ), indicating a moderate positive relationship between the two

variables. This suggests that marketing strategy plays a substantial role in the sustainability of poultry businesses in Calabar South LGA.

**Table 4:** Multiple regression analysis of the effect of strategic management on sustainability of poultry business in Calabar South LGA

Model summary	Parameters	Linear functions	
	R-value (R)	0.619 <sup>a</sup>	
	R square (R <sup>2</sup> )	0.384	
	Adjusted R square	0.324	
	Std. error	1.840	
	Df	52	
	F-ratio	6.476	
	P-value of F-ratio	0.00 <sup>b</sup>	
Coefficient estimates	B	t-values	P-values
Constant	1.160	.601	0.550
Goal setting	.336	2.535	0.014
Strategic planning	.060	3.381	0.005
Strategic orientation	.148	3.873	0.007
Changing environmental condition	.155	3.069	0.009
Marketing strategy	.140	3.951	0.006

**Source:** SPSS Analysis, 2024

Table 4 shows the multiple regression analysis of the effect of strategic management (goal setting, strategic planning, strategic orientation, changing environmental conditions, and marketing strategy) on the sustainability of the poultry business in Calabar South LGA. The overall regression coefficient (R) was 0.619, indicating a strong positive relationship between strategic management practices and the sustainability of poultry business in the area. The R<sup>2</sup> of 0.384 indicated a 38.4% contribution to the sustainability of poultry business in Calabar South LGA. However, the F-ratio = 6.476,  $p < 0.05$ , reveals that the effect of strategic management and sustainability of poultry business in Calabar South LGA is significant.

The significance of the multiple regression coefficients (R) values was accounted for by goal setting, with  $t = 2.535$ , and  $p < 0.05$ . The significance of the multiple regression coefficients (R) values was accounted for by strategic planning, with  $t = 3.381$ , and  $p < 0.05$ . The significance of the multiple regression coefficients (R) values was accounted for by strategic orientation, with  $t = 3.873$ , and  $p < 0.05$ . The significance of the multiple regression coefficients (R) values was accounted for by changing environmental conditions, with  $t = 3.069$ , and  $p < 0.05$ . The significance of the multiple regression coefficients (R) values was accounted for by marketing strategy conditions, with  $t = 3.951$ , and  $p < 0.05$ . The result implies that  $x_1$ - $x_5$  variables, which represent goal setting, strategic planning, strategic orientation, changing environmental conditions, and marketing strategy, respectively, all

reveal significant impact positively on the sustainability of poultry business in Calabar South LGA. Thus, the analysis highlights the importance of implementing effective strategic management practices to ensure the long-term success and viability of poultry business in Calabar South LGA.

### **Discussion of Findings**

This study revealed significant factors influencing the sustainability of poultry business in Calabar South LGA, namely goal-setting, strategic planning, strategic orientation, changing environmental conditions, and marketing strategy. The finding is consistent with Ekon et al. (2022) that strategic management practices are pivotal for organisational performance, underscoring their critical importance in enhancing poultry business outcomes. Similarly, the finding supports Owolabi and Makinde (2016) that positive correlation exists between strategic planning and corporate performance, emphasising the role of robust planning in ensuring long-term success for poultry enterprises in the region. Also, the finding highlights the significant of strategic orientation on poultry performance echoing the need for concerted efforts in strategic orientation to increase the current practices, which contribute moderately to poultry business sustainability in the area. Furthermore, the study indicates a moderate relationship between changing environmental conditions and business sustainability, aligning with Otieno et al. (2018) that positive effect of environmental changes exists between strategic management and performance of SMEs. Additionally, the role of marketing strategy was moderate in enhancing the sustainability of poultry business, in line with Abodunde (2020), who emphasized the positive and significant impact of marketing strategy within the strategic management framework on SME performance.

### **Conclusion**

The study concluded that setting moderately achievable goal, planning strategically for long-term survival and having broad strategic orientation about operating poultry business sustainably will enhance poultry business sustainability. Also, understanding changing environmental conditions for poultry business and possessing competitive marketing strategy are significant in determining the sustainability of poultry business in Calabar South LGA. The study illustrates that the strategic management dimensions are significant for long term sustenance and growth of poultry business in the area.

### **Recommendations**

From the findings, the following recommendations are made:

1. Poultry business operators in Calabar South Local Government Area should set moderately achievable goals to guide their performance.
2. Owners of poultry business in the area should plan strategically for long term survival of the business, and implement the plan to guide their operations.



3. The poultry business operators in the area should equip themselves with strategic knowledge about poultry business in order to make critical decisions regarding future directions and sustainability of the enterprise.
4. Poultry business operators in Calabar South LGA should learn to adapt to changing business environment in order to recognise and take advantage of opportunities while mitigating threats.
5. Poultry business operators in the area should develop effective marketing strategies to assist them achieve profitability and sustainability of poultry business.

### Limitations of the Study

There are few studies that examine effect of strategic management on sustainability of poultry business particularly in Cross River State, Nigeria thus, there are insufficient empirical evidence to generalize the findings until confirmed. Thus, further studies using more strategic management proxies are required to confirm the findings.

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