

Effect of Enterprises Management on the Performance of Poultry Farming in North Central Nigeria

NWAUBANI, REX UGOCHUKWU, CROSS OGOHI DANIEL, MAY NWOYE,
HADIZA SAIDU ABUBAKAR

Department of Business Administration, Nile University of Nigeria, Abuja, NIGERIA

Abstract: In Nigeria, despite the enormous contribution of MSMEs to the development of the agricultural sector is plagued by severe funding constraints. This study investigates the effect of enterprise management on the performance of Micro, Small, and Medium Scale poultry farming in North Central Nigeria. Other specific objectives are: Examine the extent to which strategic orientation affects the growth of poultry farmers in North Central Nigeria, Investigate how resource orientation influences the profitability of poultry farming in North Central Nigeria, Evaluate the degree to which management structure improve the performance of poultry farming in North Central Nigeria, Examine the extent to which growth orientation influence the performance of poultry farming in North Central Nigeria, Examine the extent to which entrepreneurial culture influence the performance of poultry farming in North Central Nigeria, Investigate the effect of Reward philosophy on profitability of poultry farming in Nigeria. The study utilized mixed methods research design based on a population of five hundred and six (506) registered livestock farmers across North Central comprising of Kogi, Benue, Plateau, Niger, Kwara, Nasarawa and Abuja from which a multi-stage sample of two hundred and twenty-three (223) sample arrived using Taro Yamane's size calculation formula. The data collected through a well-structured questionnaire was analyzed using both simple percentage and regression analysis at 0.05 alpha level of significance. The study found that there is a significant and positive relationship between strategic orientation, management structure, entrepreneurial culture and business growth, profitability and business sustainability of poultry farming. It was also found that assets strategic orientation has a significant positive effect on business growth. In addition, the study found that management structure has a positive significant effect on profitability. Finally, it was established that government subsidies is a common denominator used in promoting business sustainability for young graduate poultry farmers. The study submitted that enterprise management play a significant role in promoting economic the growth of poultry farming operating in the agricultural sector. Among others, the study recommended that financial and technical support should be provided for small-scale business enterprises across sectors especially those into poultry farming. Also, the government should provide conducive macroeconomics that will raise the creation of decent jobs through the Agricultural sector.

Keywords: Enterprise Management, Performance, Productivity, poultry farming, north-central Nigeria

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1. Introduction

MSME is core in the lives of both individual and a nation; for individual, MSMEs create employment and raise the standard of living of both employers and employees. In the same vein, MSMEs contribute to the development of a nation by complementing large-scale modern sector

enterprises, utilize agricultural and other raw materials that bring about small-scale production, mobilize resources that are left untapped by the mainstream industry and then provide the necessary platform for take-off into large-scale modern production (Gelgelu, 2018).

Micro, Small and medium-sized enterprises (MSMEs) have long been viewed as an important source of job creation and output growth (Hijzen et

al., 2010; Criscuolo et al., 2014). MSMEs exist in many different sectors of the economy, one of them being the agricultural sector. Agriculture, either commercial or subsistence, forms the backbone of most economies. Agricultural MSMEs include individual farmers or farmer-based organisations and cooperatives engaged in primary crops and animal production. In Africa Economy, MSMEs have become an important pillar in every economy and served in fighting the everlasting problem of unemployment; as well as a key driver of economic and social development (Vedaste & Ruranga, 2018).

In Nigeria, the importance of MSMEs to the Nigerian economy cannot be overemphasised; they contribute to the economy through their payment of tax, and the generation of over 84.02% employment both in the formal and informal sectors (Anande-kur & Faajir, 2020). Most developing countries all over the world have leveraged on the potentials of Micro, Small and Medium Scale Enterprises to play important role in economic and social development. Not only do they provide employment and income for the bulk of the population and provide the primary source of new jobs, they have been acknowledged as critical nurturing grounds for domestic entrepreneurial capacities, technical skills, technological innovativeness and managerial competencies for private sector development (Onyeiwu, et al., 2021).

Kersten, et al (2017) also found that MSMEs contribute to a country's GDP in two ways-by either manufacturing goods of value, or through the provision of services to both consumers and/or other enterprises. This encompasses the provision of products and, to a lesser extent, services to foreign clients, thereby contributing to overall export performance. Livestock sector plays a crucial role in rural economy and livelihood. This is one sector where the poor contributes to the growth directly instead of getting benefit from growth generated elsewhere. In Nigeria, the livestock sector forms an important livelihood activity for most of the farmers, supporting agriculture in the form of critical inputs, contributing to the health and nutrition of the household, supplementing income, offering

employment opportunities, and serving as a store of wealth in times of need. It acts as supplementary, complementary enterprise.

It is also an important part of agricultural diversification and income enhancement and it contributes to overall economic development of the farm households and the nation. The prolificacy of livestock which includes cattle, sheep, goat, pig, and poultry are the influencing factor for engaging in livestock enterprise. The net returns under efficient enterprise management are quick and losses, if any, are minimal and are recovered quickly. Also, it was discovered that livestock resources as at 2015 has 160 million birds (58.2 percent of the total livestock production) which produced 650,000 metric tons of eggs and 290,00 metric tons of poultry meat (David, 2018).

An enterprise manager seizes any promising business opportunity irrespective of the level and nature of resources currently controlled (Brazeal & Krueger, (2015); Brown et al, 2016). One can therefore deduce from the foregoing discussion that, an enterprise manager is someone who acts with ambition beyond that supportable by the resources currently under his or her control, in relentless pursuit of an opportunity (Brown et al, 2016).

Statement of the Problem

The proposition is that those organisations which continuously monitor their processes, set comprehensive targets and pay close attention to the performance of their workforce will perform better than those which do not monitor their operations, have few targets and do little to address employee under-performance. Such management practices are thus viewed as being akin to a 'technology', in that they serve as an output-increasing factor of production (Bloom *et al.*, 2016). In a large, multi-country panel sample of manufacturing firms, greater use of such practices is associated with higher labour productivity, a lower probability of bankruptcy/closure, better stock market performance and faster sales growth.

It may also arise if the close networks that exist between managers and employees in small firms allow such firms to share information and

knowledge without the costs of formalisation. ii. Broszeit *et al* (2016) explicitly investigate the impact of formal management practices on SME performance, finding that such practices have a positive effect, but one which is weaker than that found among larger firms. There are, however, to the best my knowledge only a few studies of SMEs in Sub-Saharan Africa which link data on management practices with data on firm performance to permit a similar investigation.

Those studies which do exist have used subjective ratings of performance provided by the same respondents who report on the firm's use of management practices. Broszeit, and Laible (2016) & Sheehan (2014) all find positive associations between the use of formal management practices and performance among SMEs. Given the dearth of literature that incorporate the indices of human resources management, and operational management practice, in the analysis of performance of MSMEs, especially in a developing economy like Nigeria where micro, small and medium Poultry farmers constitute the bulk of livestock production; and particularly when the policy of government (The federal government's Agricultural Transformation Agenda (ATA); Agricultural Promotion Policy (APP); also, the Central Bank of Nigeria (CBN) Anchor's Borrowers' Scheme, as well as the Off-takers program) in agriculture is indeed an incentive to agricultural commercialization.

This study also anticipated the difficulty of getting enterprise managers to release account type data to outsiders (even for research purposes); we therefore sought to include questions that will elicit memory recall without necessarily requesting for enterprise account documents. Based on the aforementioned constraint, the study therefore limits its scope to the North Central geopolitical zone of Nigeria.

The main objective of this study is to examine the effects of enterprises management practices on the performance of Micro, Small and Medium Poultry farmers in North Central Nigeria. The specific objectives are to:

- i. examine the extent to which strategic orientation affects the productivity of MSM Poultry farmers in North Central Nigeria;

- ii. evaluate the effect of commitment to opportunity on the productivity of MSM Poultry farmers in North Central Nigeria;

- iii. analyse the degree of influence of resources orientation on the productivity of MSM Poultry farmers in North Central Nigeria;

2. Literature Review

2.1 Concept of Enterprise Management

In the SME sector, the role of management is always derived from the size of the organization and the role of the owner. Primary importance of management function is not by Yusuf *et al* (2018) determined so much by the fact that management has unquestioned responsibility for the formulation and implementation of strategy as the assumption that competitiveness is created or at least affected by all management activities in terms of features and functions of management with a focus on resources, competencies and processes. Size of organization however, does not necessarily reduce the level of strategic management importance. In large enterprises responsibility for strategic management takes the entire department of analysts and competent managers, but in small businesses the primarily strategic manager role takes usually the owner.

According to Voronkova *et al.* (2018) strategic management based on long-term forecasts, helps the company to anticipate future challenges and opportunities. The term strategy is closely linked with the objectives that it tracks. According to Kuruppu *et al.* (2017) strategy should express the basic idea of which way the company goals will be achieved. The importance of strategy for innovation development and competitiveness of firms emphasized many authors in the last years (Garter 2018, Davidson, 2018).

The application of strategic management in the business environment is still at a very low level. The ability to succeed in constantly changing environment demands highly competent management in which enterprise have, by Miller (2018) significant gaps especially in terms of lack of strategic thinking and awareness.

According to Song (2020) the empirical evidence suggests that more strategic planning and more

new product development projects lead to better firm performance. Although strategic planning is a process for anticipating environmental turbulence, the logical sequential process often prescribed in the literature is not sufficient to influence performance. Flexibility in decisions is needed to change operational issues, such as products and services or their production and to change financial issues, such as capital and gearing in order to impact on financial performance (Miller, 2018).

Strategic Orientation

Strategic Orientation describes what factors drive the formulation of strategy. It can be described as the philosophy that effects every decision about strategy. The pure promoter's strategy is solely driven by the opportunities that exist and not limited by the resources that may be required to exploit them. Because the strategy is opportunity-driven, almost any opportunity is relevant to the firm. Acquiring and marshaling the necessary resources represents a secondary step and only follows after an opportunity is identified.

The other extreme, the pure trustee's strategy is to utilize the resources of the firm most efficiently. Even though the trustee is aware that opportunities exist and are important, only opportunities that relate to existing resources are relevant as the strategy is resource-driven.

Commitment to Opportunity

The second dimension is also related to strategic issues. But whereas Strategic Orientation is about the identification and election of opportunities, the commitment to opportunity is about its pursuit. The promoter is action-orientated and therefore willing and able to act in a very short time frame. He or she can therefore chase an opportunity quickly (Brown et al, 2016). This means the promoter is able to commit and decommit to actions rapidly. On the other hand, the trustee tends to be stationary. His decision process is time-consuming and, once made, leads to a commitment of long duration. Accordingly the trustee's administrative behaviour tends to be slow and inflexible as a result of multiple decision constituents, negotiated strategies, and an eye towards risk reduction (Brown, Davidsson *et al.* 2016). As a result, the promoter is more likely than

is the trustee to pursue a given opportunity. Once the trustee decides to pursue an opportunity however, it would be with a much larger initial investment and with an intention to remain in this line of business for considerable time.

Resources Orientation

While both, trustee and promoter need resources to pursue an opportunity, they differ in the way of the commit to these resources. The promoter attempts to maximize value creation by minimizing the resource set. Therefore his commitment of resources is multistage and with a minimum exposure at each stage or decision point. This commitment of resources in a multi-step manner allows the promoter to stop and change direction rapidly, if and when circumstances change. This flexibility allows the promoter to take new information about the opportunity or the environment into account and to change his strategy accordingly very quickly.

Related to the commitment of resources is the way those resources are owned and controlled. The promoter tries to further reduce as much as possible the amount of used and owned resources. The promoter is less concerned about the ownership of resources, but more concerned about having access to others' resources (e.g. financial capital, intellectual capital, skills, competencies). This strategy provides more flexibility and the opportunity to participate on the latest technology, knowledge and market development.

However, as a firm grows it becomes increasingly difficult to follow this approach to resource control, as the growth quite often leads to resource accumulation. In contrast, the trustee focuses on the ownership or employment of resources and the accumulation of further resources. His or her advantage in this strategy is an immediate access to owned resources without being depended on markets. Furthermore the trustee might be able to use the resources he or she owns more effectively as he or she is familiar with them.

Productivity of MSMEs

MSMEs performance is a measure of MSMEs productivity in achieving its goals. Productivity of MSMEs is defined as an association's capacity to make activity and worthy results (Pfeffer & Salancik, 2017). Different scholars have different

view of performance measurement of SMEs. Henezel (as cited in Shahbaz, Asifah, & Amina, 2017) explained that to measure performance, MSMEs must establish some standards and then they must gauge and evaluate their strategies, values, practices by benchmarking with high performance. Also, Kravchuk & Schack (2016) asserted that performance is measured for evaluating how well MSMEs is performing cited in (Shahbaz, *et al* 2014).

One performance measure that is widely used among small businesses, as a subjective indicator of the overall business performance is the degree of owner/managers' satisfaction with the business performance. Few researchers have consulted owner/managers about their views on success of their business ventures (Simpson, Nicki & Bellamy, 2017). Gartner (2018) identified the productivity of small businesses as actual performance equal to or exceeding the business owner/managers' expectations.

The diverse range of measures that can be adopted to define success can lead to a false judgment on the actual performance. For example, a small business with declining profits or market share could be failing when in fact its owners/managers are satisfied with the overall business performance. Adequate income, job satisfaction, a happy workforce, and a stable market position are all factors that lead to small business owners/managers' satisfaction. For this study, performance measurement indicators (dependent variable) of measuring SMEs performance in an enterprise is measured by increase in productivity,

profitability, innovation, effectiveness and efficiency.

Theoretical Anchor

This study is anchored on resource-based view theory of the firm advanced by Edith Penrose's work in the late 1950s. It was largely introduced to the field of strategic management in the 1980s and became a dominant framework in the 1990s. Penrose (2015) viewed the heterogeneity of the firms, with productive services available from their internal resources that give a peculiar character to each firm (Hosseinia *et al*, 2016) and from this, Penrose (2015) developed the Resource-Based View (RVB) where the firms is conceptualized as bundles of heterogeneous resources distributed across firms that exist over time (Rugman & Verbeke, 2017). And these resources are valuable, non-substitutable, rare and inimitable that enables the firm to achieve a competitive advantage (Eisenhardt & Martin, 2020). The unique resources define the firm performance and differentiate it from others sustainably (Pribadi & Kanai, 2020).

Resources include all of a firm's tangible and intangible assets, such as capital, equipment, employees, knowledge, and information. An organization's resources are directly linked to its capabilities, which can create value and ultimately lead to profitability for the firm (Barney, 2015). Hence, resource-based theory focuses primarily on individual firms rather than on the competitive environment (Babafemi *et al.*, 2015; Kent *et al.*, 2017; Quartey *et al.*, 2017). Based on this theory, MSMEs would prefer to finance themselves and use their own resources.

3. Methodology

This study adopts a robust survey research method because of its capacity and usefulness in collecting standardized data from large cohorts. The standardized data provided the information used in answering the research questions needed to properly analyse the effects of enterprise management on micro, small, and medium scale enterprises with a special focus on poultry MSMEs farmers in North Central to include the FCT.

The population of this study comprises of registered livestock/poultry farmers with MSMEDF in North Central Nigeria. Currently the North Central region accounts for 12.4% of the estimated population of Nigeria. This can be broken down in order of magnitude as Benue – 5,741,815; Niger – 5,556,247; Kogi – 4,473,490; Plateau – 4,200,442; FCT – 3,564,126; Kwara – 3,192,893 and Nasarawa – 2,523,395 people.

The sample frame consisted of 506 livestock/poultry farm establishments from the six states including the FCT. Since the researcher may

not be able to access the whole population due to time constraints and available resources, the sample frame was used as the representative for all the members of the population of interest.

Due to the geographical nature of the target population, the following sampling technique will be employed at different stages of study. A multistage sampling technique consisting of cluster, purposive, proportional and simple random sampling was employed at different stages of selection. The North Central geographical area of Nigeria has been divided into clusters – six states and the FCT. From each of these clusters, capitals of each states were purposively selected, out of which farmers were sampled proportionally based on the population of farmers in each states. Hence, simple random technique was used to randomly select poultry farmers within each capital based on uneven distribution of poultry farmers across the selected capitals. Essentially, this allows for a lower margin of error and enables for a close fit to the research context (Formplus, 2021).

For the purpose of this study, proportional simple random sampling will be used to select size of poultry farmers from the six state capitals. The sample size for this study will be determined using the formula of Cochran (Stephanie Glen, 2021) since the population size is already known. The total number of poultry farmers in the North central is 506 (Author’s Field Survey, 2021). According to traditional statistics and as cited in Stephanie Gen, For a sampling frame of 506 poultry farmers, a sample of 216 of needed.

The quantitative and qualitative data was collected for this research. The utilization of a well-structured coding scheme made it possible to attach numeric values to each variable. The data collected was coded and analyzed using both descriptive and inferential statistical procedures using the statistical package for social sciences (SPSS 20). The hypotheses are rejected at p-value ≤ 0.05 and the results are be presented in tables.

Model Specification

To establish the relationship between the variables in order to test the hypotheses, the research adopted the model of Daramola (2016) with the use of Pearson Product Moment Correlation and Chi-Square. The Pearson Product Moment Correlation formula is given as:

$$r = \frac{N \sum xy - (\sum x)(\sum y)}{\sqrt{N \sum x^2 - (\sum x)^2} \sqrt{N \sum y^2 - (\sum y)^2}} \dots\dots\dots (3.1)$$

Where: r = Correlation coefficient
 x = Dependent variable
 y = Independent variable
 \sum = Summation

Similarly, the Chi-Square formula is given as:

$$\chi^2 = \frac{\sum(O-E)^2}{E} \dots\dots\dots (3.2)$$

Where:
 O = Observed frequency
 E = Expected frequency.
 \sum = Summation

4. Data Presentation and Analysis

A questionnaire was developed and distributed to the 220 sample selected across the small and medium poultry farmers in North Central Nigeria. Out of the 220 copies distributed, 216 questionnaires, or approximately 98%, were returned. The remaining four (4) questionnaires, or 2%, were not returned. Some of the small and medium poultry farmers in North Central Nigeria who did not return their questionnaire gave reasons such as lost questionnaires and insufficient time to complete them. The specifics of the response rate are displayed in Table 1

Table 1: Analysis of Response Rate

Number of Questionnaires Distributed	Respondent	Percentage (%)
Copies of returned questionnaire	216	98
No of questionnaire not returned	4	2
Total Distributed	216	100

Source: Field Survey, 2022.

Scale of Poultry Enterprise

Table 2: Employee size of the poultry farms

Employees	Frequency	Percentage (%)
Less than 10	63	29.2
Between 10 and 50	64	29.6
Between 50 and 250	72	33.3
More than 250	17	7.9
Total	216	100

Source: Author's field survey 2022

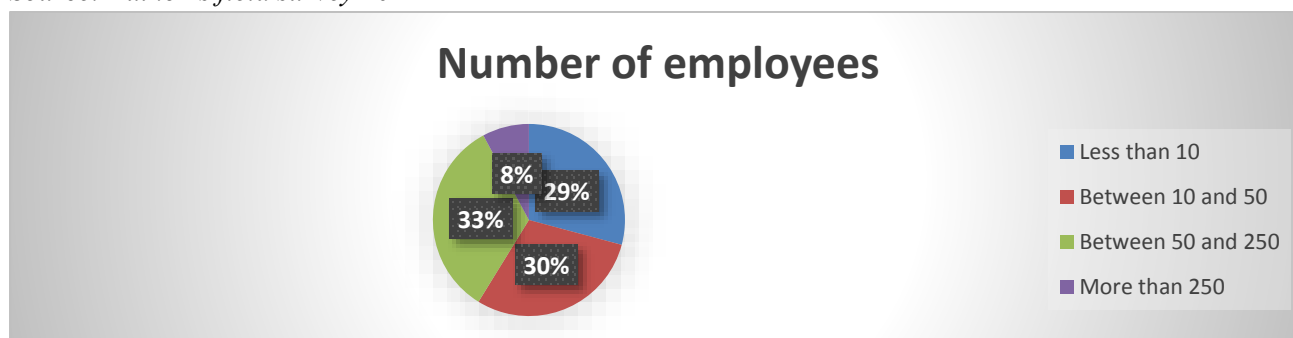


Figure 1: Frequency distribution of total employees in the poultry farms.

The essence of the descriptive statistics for the number of employees is to ascertain the status and category in which the MSMEs poultry farmers fall into. Parenthetically, it is evident from Table 2 and figure 1 above that majority of the poultry farmers run on either a micro-scale or medium-scale enterprise with those who have less than 10 employees constituting 63(29.2%) and those with

between 10 and 50 employees constitute 64(29.6%). On the other hand, those with medium-scale poultry business constitute 72(33.3%) of the total participants while those who are running a large-scale poultry business with more than 250 employees constitute about 17(7.9%) of the whole participants.

Table 3: Flock size of poultry enterprise

Flock size	Frequency	Percentage (%)
Less than 5000 birds	68	31.5
5000-10000 birds	75	34.7
10000-20000 birds	53	24.5
More than 20000 birds	20	9.3
Total	216	100

Source: Author's field survey 2022

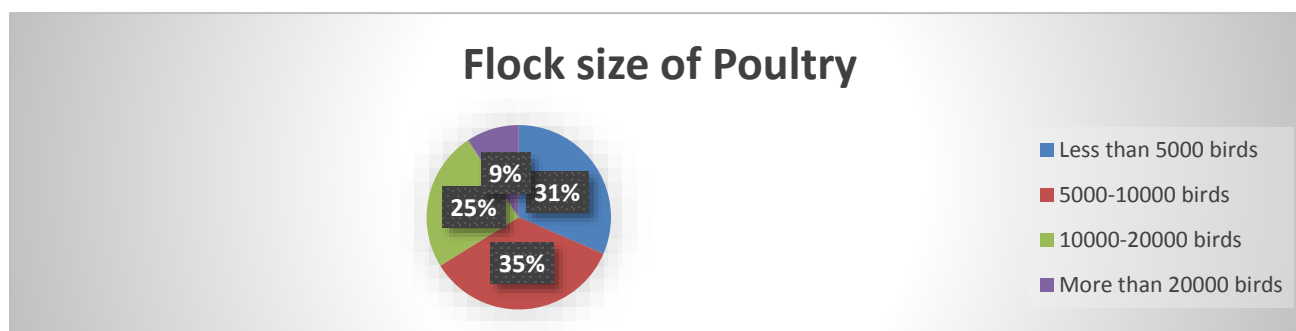


Figure 2: Frequency distribution of total flock size in the poultry farms

The analysis of the poultry size is in a bid to know the enterprise category of the poultry farming business. Evident from Table 3 and the figure 2 above, it can be observed that majority of the poultry farmers have 5,000 to 10,000 birds – this represents about 75(34.7%) of the poultry farmers. Also, it can be gleaned from the above that quite a

number of the poultry farmers 68(31.5%) own less than 5,000 birds in their poultry farm. Much less, about 53(24.5%) of them own 10,000 to 20,000 birds in their poultry farm while only 20 poultry establishments have more than 20,000 birds in their poultry enterprise.

Table 4: Asset value of the farm

Asset value	Frequency	Percentage (%)
Less than #5 million	68	31.5
Between #5 million and #10 million	75	34.7
Between #10 million and #20 million	53	24.5
More than #20 million	20	9.3
Total	216	100

Source: Author's field survey 2022

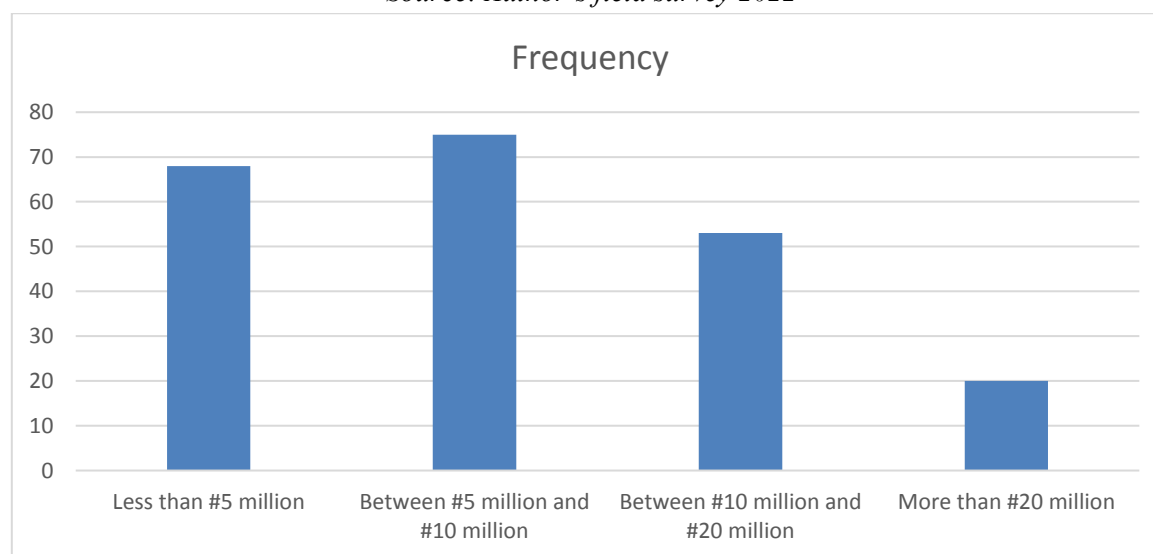


Figure 3: Frequency distribution of the Asset value of the farm

From the above table and figure, it can be deduced that about 68(31.5%) of the poultry establishments worth less than 5 million naira, while about 34.7% of the poultry enterprises agreed that their establishments is worth between #5 million naira and #10 million, quite less, about 24.5% of the respondents agreed that their enterprise is worth

between #10 million and #20 million. Whereas, only 20 (9.3%) of the respondents had their total asset value worth more than #20 million. Summarily, this means that majority of the poultry enterprises sampled in the North Central Nigeria were either a micro or a small-scale enterprise.

Table 5: Source of finance of poultry farms

Assessment	Frequency	Percentage (%)
Personal savings	46	21.3
Money Lending	63	29.2
Financial Institutions	50	23.1
Government grants	57	26.4
Total	216	100

Source: Author's field survey 2022

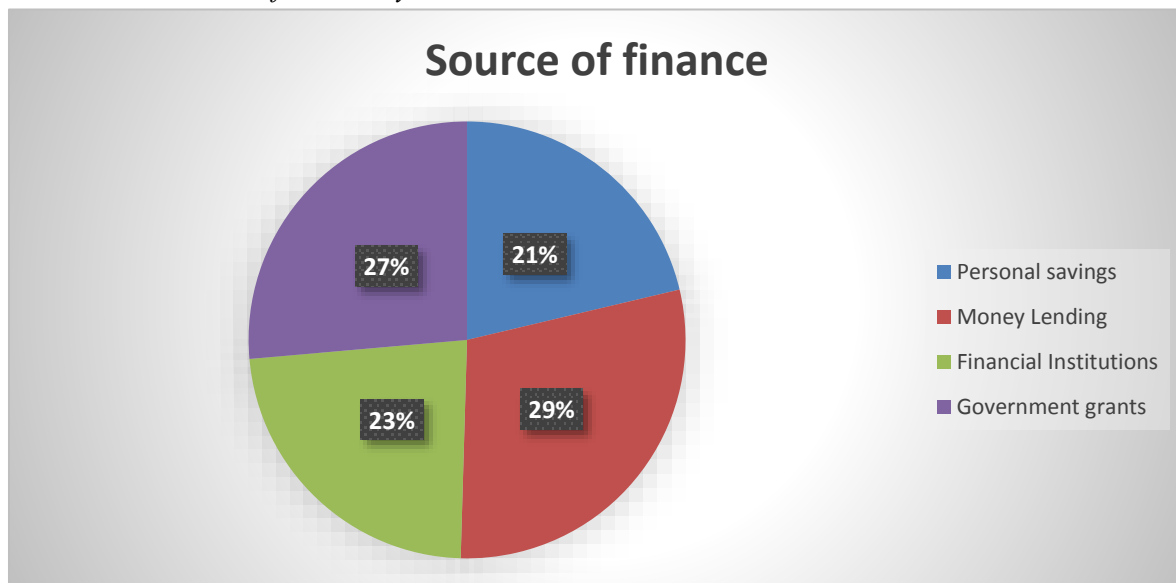


Figure 4: Source of finance of poultry owners

In order to ascertain the financial means of the poultry owners, we examine the source of finance for the poultry enterprises in the North Central Nigeria states and the FCT (Abuja). From the above figure and table, it can be gleaned that majority of the poultry 63(29.2%) funded their enterprise through money lending. More so, quite a number of the poultry owners 57(26.4%) had sourced their establishment running funds from government grants, 50(23.1%) of the poultry

farmers aggregately agreed of sourcing funds from financial institutions, while only 46(21.3%) of the poultry farmers sourced used their personal savings for running the business.

Hypotheses Testing

Hypothesis One

To further answer the research questions, test the hypotheses and make conclusions on the effect of strategic orientation does not significantly effect

on the productivity of MSM Poultry farmers in North Central Nigeria, it is essential to conduct the inferential statistical test such as Chi-square and Correlation analysis to determine if there exist any significant effect of strategic orientation does not

Table 6: Chi-Square Tests of relationship between strategic orientation does not significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	93.118 ^a	12	.000
Likelihood Ratio	90.055	12	.000
Linear-by-Linear Association	54.304	1	.000
N of Valid Cases	216		

The Chi-Square test above showed that the p-value is less than the level of significance (α) i.e $0.000 < 0.05$ which shows the significance of the first hypothesis test set above.

This necessitate the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1), i.e. there is a significant

Table 7: Correlation Analysis

Correlation		Productivity	Experience
Productivity	Pearson Correlation	1	.503**
	Sig. (2-tailed)		.000
	N	216	216

From table 7 above, it can be deduced that there is a significant linear relationship between strategic orientations in relative to the performance of the poultry enterprises in North Central Nigeria. We have that the p-value is less than the level of significance i.e $0.000 < 0.05$. Therefore, we reject the null hypothesis and conclude that there is significant linear relationship between strategic orientation and the performance of the poultry establishments. Furthermore, a correlation coefficient of 0.503 suggests that there is a strongly positive relationship between them.

significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria..

H₀: strategic orientation does not significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria.

relationship between strategic orientation and productivity of MSM Poultry farmers in North Central Nigeria. at 5% significance level. Therefore, conclusions can be made that strategic orientation does significantly influences the performance of MSM poultry farmers in North Central Nigeria and in the FCT (Abuja).

Hypothesis Two

To test the significant effect of commitment to opportunity on the productivity of MSM Poultry farmers in North Central Nigeria and make a conclusion as regards the second hypothesis, Chi-square and Correlation analysis was conducted. This was done to determine if there exist any significant effect of commitment to opportunity on the productivity of MSM Poultry farmers in North Central Nigeria.

H₀: commitment to opportunity does not significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria

Table 8: Chi-Square Tests of relationship between commitment to opportunity and productivity of MSM Poultry farmers in North Central Nigeria

Chi-square Test			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	93.118 ^a	12	.000
Likelihood Ratio	90.055	12	.000
Linear-by-Linear Association	54.304	1	.000
N of Valid Cases	216		

The Chi-Square test above showed that the p-value is less than the level of significance (α) i.e $0.000 < 0.05$ which shows the significance of the second hypothesis test set above. This necessitate the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1), i.e. there is a significant relationship between

commitment to opportunity and the productivity of MSM Poultry farmers in North Central Nigeria. Therefore, conclusions can be made that commitment to opportunity significantly influence the performance of MSM poultry farmers in North Central Nigeria and in the FCT (Abuja).

Table 9: Correlation Analysis

Correlation		Productivity	Collaboration
Productivity	Pearson Correlation	1	.280**
	Sig. (2-tailed)		.000
	N	216	216

From table 9 above, it can be deduced that there is a significant linear relationship between commitment to opportunity in relative to the productivity of the poultry enterprises in North Central Nigeria. The p-value is less than the level of significance i.e $0.000 < 0.05$. Therefore the null hypothesis is rejected and concludes that there is significant linear relationship between commitment to opportunity and the productivity of the poultry establishments. Furthermore, a correlation coefficient of 0.280 suggests that there

is a weak positive relationship between them. Summarily, as the employees work towards a common goal being considered as a criterion for team work and quality circles influences a significant positive change, although quite weak, in the performance of the poultry farmers in North Central Nigeria.

Hypothesis Three

H₀: resources orientation does not significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria.

Table 10: Chi-Square Tests of relationship between resources orientation and productivity of MSM Poultry farmers in North Central Nigeria

Chi-square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.683 ^a	8	.000
Likelihood Ratio	8.037	8	.040
Linear-by-Linear Association	2.774	1	.006
N of Valid Cases	216		

The Chi-Square test above showed that the p-value is less than the level of significance (α) i.e. $0.000 < 0.05$ which shows the significance of the third hypothesis test set above. This necessitate the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1) i.e. there is a significant relationship between

resources orientation does not significantly effect on the productivity of MSM Poultry farmers in North Central Nigeria. Therefore, conclusions can be made that resources orientation significantly influence the productivity of MSM Poultry farmers in North Central Nigeria and in the FCT (Abuja).

Table 11: Correlation Analysis

Correlation		Productivity	Collaboration
Productivity	Pearson Correlation	1	0.197**
	Sig. (2-tailed)		.004
	N	216	216

From table 11 above, it can be deduced that there is a significant linear relationship between resources orientation and productivity of MSM Poultry farmers in North Central Nigeria. Since the p-value is less than the level of significance i.e. $0.004 < 0.05$, this study reject the null hypothesis and conclude that there is significant linear relationship between resources orientation and productivity of the poultry establishments. Furthermore, a correlation coefficient of 0.197 suggests that there is a positive relationship between them. Summarily, the appraisal and incentives influences a significant positive change, although quite weak, in the productivity of the poultry enterprise in North Central Nigeria.

Discussion of Findings

The findings from the analysis of research questions and test of hypothesis shows that there is a significant and positive effect of the indicators of enterprise management practices (strategic orientation, commitment to opportunity, resources orientation) and productivity of MSM poultry farmers in North Central Nigeria. The Chi-Square test showed that the p-values are less than the level of significance (α) which shows the significance of all the hypotheses test. This necessitate the rejection of the null hypotheses (H_0) and the acceptance of the alternative hypotheses (H_1). This implies that there is a significant relationship between strategic orientation, commitment to opportunity, resources orientation, and

performance of MSM poultry farmers in North Central Nigeria and in the FCT (Abuja). Therefore, conclusions were made that enterprise management practices significantly influence the performance of MSM Poultry farmers in North Central Nigeria and in the FCT (Abuja). This is in line with the findings of Banos-Carballero *et al.*, 2016, Schammo, 2019 and Eniola and Entebang, 2015. Among many, others have reached similar conclusion that enterprises management practices improves performance of MSM poultry farmers in Nigeria.

5. Conclusion

Based on the findings from this study, conclusions were made that there is significant relationship between enterprise management of small and medium scale enterprises and the performance of MSM poultry farmers in North Central Nigeria and in the FCT (Abuja).

This finding is in line with the submission in Perking Order Theory (POT) which was initially suggested by Canadian economist, Gordon Donaldson in 1961, and popularized in 1984 by American economists, Stephen Myers and Nicolas Majluf (Chipeta & McClelland, 2018; Park & Jang, 2018; Brown et al., 2016). This theory implies that most enterprises would prefer internal sources of financing first should the need arise then entrepreneurial debt and finally entrepreneurial equity (Babafemi et al., 2015; Kent

et al., 2017; Quartey et al., 2017). Based on this theory, MSMEs would prefer to finance themselves from their own earnings before seeking credit or loans from entrepreneurial sources such as banks or giving up equity stakes in their business. This theory helps policymakers to design best policies and also expose underutilized financing sources.

6. Recommendations

The following recommendations have been made based on the findings of the study:

- i. Financial and technical support should be provided for the small-scale business enterprises.
- ii. The government should provide conducive macroeconomic, social, legal and political frameworks for the large-scale creation of sustainable and decent jobs by well-established business enterprises, both foreign and domestic.
- iii. Emphasis on the role of entrepreneurship in Nigeria's development policies;
- iv. Government should create market demand for the goods and services produced.
- v. Policies should be formulated to ensure business enabling environment.
- vi. Government should provide infrastructure like water, transport, cost of energy, and telecommunications.

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