



## Effects of strategic Management practices on growth of poultry layers production Enterprises in Nyaribari Chache Sub-County Kisii County

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### Abstract

Poultry production stands out amongst the major livestock due to the several merits it holds. First, poultry products are generally widely acceptable as it is free of the religious and social taboos occasionally associated with other livestock. The general objective assessed the effects of strategic management practices on growth of poultry of layers production. The specific objectives were to determine the effect of goals setting on growth of poultry layers production enterprises. This study was supported by Strategic Fit Theory. The study adopted descriptive research design. Correlation research design was also adopted. The study employed stratified random sampling design. The study employed target population of 104 farmers. A sample size of 92 respondents was employed. Closed ended questionnaire were used to collect primary data. The study used face validity in testing validity with the help of supervisors and research experts or poultry farming expertise. The pilot study was conducted in Nyaribari masaba Sub County using 10% of the sampled respondents. The research used cronbach alpha coefficients to test reliability of research instrument. The study used descriptive statistics included mean, percentages and standard deviations. The study also used inferential statistics used correlation and regression analysis done to establish relationships. Analyzed data was presented in figures and tables. The study found out that goal setting had a weak, insignificant and negative relationship with growth of poultry layers production enterprises in Nyaribari Chache Sub-County  $r=-.043$ ,  $p=.698>0.1$ . Thus, goal setting led an insignificant reduction in growth of poultry layers production enterprises in Nyaribari Chache Sub-County. The study recommended that poultry layers farmers should hire experts who can set goals; formulate smart and easily achievable objectives for them. Further, poultry layers farmers should invest more in product processing to ensure that the products they sell are of high quality, right quantity and proper packaging. Finally they should increase benchmarking as it would affect poultry layers production growth positively and significantly. The study concluded that Critical benchmarking is effective in making quality improvements. This would ensure that the products they sell are of high quality, right quantity and proper packaging enhanced growth.

**Keywords:** Strategic management practices, Goal setting strategy, Growth of poultry of layers production, Nyaribari masaba Sub County

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### 1. Introduction

Poultry farming is thought to have started way back in 540 B.C in China. The origin of commercial poultry layers production enterprises systems can be traced to 1980 but until now deficiency of poultry meat 89.5%. Poultry production has emerged as one of the most vibrant sub-sectors of global livestock production, given the surging demand from consumers, particularly in the peri-urban, urban and cosmopolitan areas. Poultry production holds several merits which makes it stands out amongst the major livestock production enterprises. First, poultry products are free of the social and religious taboos which make them widely acceptable compared with other livestock. They provide quality vitamins, minerals and proteins, from meat and eggs which have less fat, generates part-time as well as permanent employment and provides earnings for many actors in the value chain contributing to substantial economic growth.

Finally returns to investment for poultry is quick because they can quickly convert feed to meat and eggs- comparatively higher feed conversion efficiency rate compared to other livestock enterprises (Opoku, 2016) <sup>[38]</sup>.

Strategic Management Practices in Turkish universities' external environmental analyses are not done adequately. This makes them unable to match the pace of developments and transformations in the world especially in higher education. As result, universities are unable to a competitive environment within themselves and hence, they compete with other world class universities who don't use inward-oriented concept of management. Also, universities in Turkey tend to focus more on internal environmental analyses, which affect them positively in terms of making plans, doing implementation and controlling the various aspects of the process of strategic management and capability aligning themselves to changes which are likely to take place in the internal environment (Birinci & Eren, 2013) <sup>[8]</sup>.

Strategic management practices have significantly affected execution of banks offering loans and savings in Kumasi. Governance of the credit and savings firms makes strategic management options about the marketing environment and current external state of affairs so that they would be successful strategic targets that would have beneficial consequences on corporate achievements. Strategic management practices in first bank of Nigeria have enhanced better organizational performance, and its survival. Majority of the firms practice strategic management with a clear specific goal, a winning strategy to achieve their objectives and a sound mission statement to attain organizational success.

Strategic Management Practices in Kenya have enhanced performance in public health facilities of Mandera County in a direct and significant manner. Analysis of the environs, Strategies synthesis, execution of strategies and rating of strategies are some of vital Strategic Management Practices applied in Kenya with the greatest direct impact on performance of public health facilities in the county. Public health facilities have in place strategies which can help them define their organizational mission, specify attainable objectives, develop specific strategies and set policy guidelines.

Strategic practices help in cost reductions, giving of best customer service, enhance operational efficiency, controlled products/services quality, better supervision, developing brand or organizational name identification, market distinct products and providing specialty products/services have made the Anglican Diocese of Thika to cope well with the competitive environment.

Goal setting enhances performance of workers even without financial incentives as opposed to the time when goals are not defined. This helps employees to maximize achievements in terms of quantity and quality, and those who desire to be as orderly as possible. Setting goals increases relevance for producing companies and the society as well due to scarce resources (Asmus, Karl, Mohnen & Reinhart, 2015) <sup>[7]</sup>.

Goal setting in Singapore provides direction and purpose for organizations. They have common goal in mind, a purpose to exist, thus a goal. Taking the goals makes limited is organized. Departmental goals are aligned the organization goals. Communication of clear goals like what exactly we want them to attain, what our goals are measurable to peoples makes them achieve goal efficiently and effectively. Goal setting for employee helps them maximize their capabilities and potentiality assisting them to achieve specific targets. This makes employee to perform their tasks effectively (Choon & Patrick, 2016) <sup>[9]</sup>. Goal Setting is a key organizational practice that involves setting targets to be

achieved. Goals setting involve quotas, work norms, deadlines and budgets. In Kenya, successful goal setting improved job performance and job satisfaction. Successful and proper implementation of goal setting leads to rise in production, enhanced work standards, easing boredom and overall high job contentment between the workers. Goal setting highlights what workers and managers expect from employees (Mwakidimi, 2010) <sup>[23]</sup>.

Growth of broilers in Sri Lanka is affected by cost of purchased chick (Day old chicks), cost of poultry feed, sale price of mature broilers and cost of veterinary medicine and services. Labor cost does not affect profitability significantly but other factors did. The Feed Conversion Ratio (FCR) was the indicator with highest effects on profitability. Growth of livestock sector increased by 5.1% in 2010, while the poultry subsector declined by 12.81%, confirming the overwhelming assertion of the weakening fortunes of the domestic poultry industry. The capacity of commercially-oriented agro-entrepreneurs to operate poultry enterprises on a profitable and sustainable basis remains a formidable constraint. In the midst of shifting customer demand and preference, the increasing cost of inputs and high competition from uncontrolled chicken imports, growth of poultry sector faces many trading barriers which have been executed in countries like China and India. In Russia and India new policies have been introduced which are intended to hinder entry of the United States chicken products. In Malaysia, the cost of poultry feeds is too high and the emerging diseases are key constraints in this sector while in India constraints faced by poultry sector include poor insecurity due to ignorance, high cost of feeds, highly fluctuating egg and broiler prices.

Growth of poultry production is facilitated by skills such as basic education for farmers, skills and basic mathematics. Poultry farmers knowledge in mathematics, bio-statistics and epidemiology is important so that they can develop methods to preventing and controlling their pathogenesis and spread, is key for their growth.

Growth in urban indigenous chicken production performs double functions of food provision and income generation in Thika and Kisumu. The level of importance of agriculture in urban areas is dependent on nature and type agricultural activities carried out. Higher Profitability in indigenous chicken farming depends on the accessibility to high value markets and market information. Desired smallholder poultry farmers welfare benefits are achieved through policies like facilitation for formation of farmer groups i.e. corporative, provision of affordable high yielding poultry breeds, and training farmers on feed production (feed formulation) which facilitated their access to high value markets (Omondi, 2018) <sup>[37]</sup>.

Growth poultry production in rural Kenya is affected by poultry feed prices and price variability. Retail price of layers and broilers finisher mash had remarkable effects on the allotment of resources for layer and broiler enterprises. Lagged prices of layers have indirect effect indicating decline in the allotment of resources for buying of layer mash for layer enterprises. Due to fluctuations in costs of poultry feeds, poultry farmers were all the time deactivated to keep layers and broilers.

## 1.2 Problem statement

Strategic management practices are used to improve decision making process and hence growth. The application of goal setting practices increased growth on layers production

enterprises in Nyaribari Chache sub-county Kisii County. In 2013 a total 652,153 eggs was produced valued at KSH. 6.53million. In 2014, there was a decline in the numbers eggs produced and value by 3.21 % (Kisii County Development Profile, 2014). In 2019 a total of 512 458 eggs were produced valued at 5.12 million (Kisii county, Department of agriculture, livestock, fisheries and cooperative development 2020 report).

Birinci and Eren (2013) <sup>[8]</sup> studied the implication of the strategic management practices on performance of Turkey universities. The independent variables were: planning of strategies, implementation of strategies, monitoring and control of strategies, strategic flexibility investigated the impacts of strategic management practice on performance of agriculture firms. The study noted that strategic management practice affect growth of firms. These studies failed to look at goal setting, innovation and benchmarking practices. It's on this basis that the present research sought to determine the effects of strategic management practices by goal setting strategy on growth of poultry layers production enterprises in Nyaribari Chache sub-county Kisii County.

## 2. Literature Review

### 2.1 Goal setting theory

Goal setting theory is pioneered by Locke and Latham 1990 who stated that goals which are achievable, challenging, specific, attainable, and accepted by an individual leads to high performance compared to goals that are fuzz, not reachable, unchallenging or not accepted. Further, the theory argues that those organization who champion goal-setting have two cognitive determinants of behavior i.e. Values and intentions. This theory holds the view that the form in which one experience his/her value judgment is emotional i.e. the value of someone creates the urge to do tasks consistent with their abilities (Mwakidimi, 2010) <sup>[23]</sup>. Goals that have been set affects employee behavior (Job performance) via other mechanisms. Therefore, management goal is directed towards their attentions mainly on the issues affecting production through mobilizing resources for better performance of the business. They persist in order to motivate their employees to work hard for development of the business and improved performance as per the set goals. Also, attainment of goals leads to satisfaction and enhanced motivation, or frustration and poor motivation if the goals are not achieved.

This theory assumes that the success of an organization is based on goals set and achieved. This means that when goals are set and attained, the performance of organizations also goes up. Also, goal setting theory assumes that all goals that are set are actually achieved. The all goals set must be achieved regardless of the situation. Further, the theory assumed that those people who are assigned challenging goals performed better unlike those who are given those moderately challenging or easy goals. Employees whose goals are specific, challenging goals out-performed those who were given vague goals (Kimani, 2018) <sup>[14]</sup>.

The limitations of goal setting theory are: No surety that all goals set was achieved. In the current business world you cannot be sure until you achieve your target. Various challenges like COVID -19, economic crises, financial challenges, human capital inability are some of the hindrances of attaining goals as per plan. Also, some goals are set by either top management or experts without involving workers who were actually implement them. This may make

such set goals sound vague and unattainable in the eyes of workers. Also they feel left out of decision making, pressure from peers to perform well which leads to resistance. Other goals set may lead to increased cost of production. New goals require resources in terms of money, time and human capital. Unless such resources are availed, these goals may never be achieved.

The goal setting theory is applicable for this research as it was used to explain the relationship between goal setting strategies and growth of poultry layers production in Kisii county. Every poultry farmer in Kisii county have set their goals. These goals range from daily goals to annual goals. For example, the amount of eggs collected each day, monthly and annually. Also they set goals regarding the number of egg, or bids to be sold, target on the feeding styles and amounts of feeds per day expansion goals among others. Attaining such goals has made poultry layers production in Kisii county flourish.

## 2.2 Empirical review

### 2.2.1 Goal setting and growth of poultry layers

Polson (2013), did a study on the effect of Goal Setting on Performance of Collegiate Athletes. This study was based on the following hypothesis. Women used goal setting more frequently than men; men set more outcome goals compared to women; more outcome goals was set by athletes in team sports than by those in individual sports; and athletes in team sports saw less improvement in performance when compared to those in individual sports. Convenience sampling technique was used to sample 68 respondents. Primary data was gathered using questionnaires consisting of questions. Descriptive and inferential methods were used to analyses collected data. The results showed that women set less outcome goals than men. Further, the study established that those athletes in individual sports set less outcome goals than those in team sports and athletes in team sports achieved an increase in performance through goal setting than those in individual sports. Also, the study noted that men set goals slightly more frequently than women.

Asmusa, Karlb, Mohnen and Reinhart (2015) <sup>[7]</sup>, did a study on the effects of goal-setting on worker performance-empirical evidence from a real-effort production experiment. This study was based on the following hypothesis: Goal-setting improves task performance in an industrial production setting and Goal-setting intensifies learning effects and leads therefore to additional task performance improvement when doing repeated tasks and Goal-setting intensifies learning effects and leads therefore to additional task performance improvement when doing repeated tasks. The study adopted experimental research design. The sample size of the study was 120 respondents. Data was gathered using questionnaires. Data analysis used descriptive and inferential statistics methods. The study found out that even without financial incentives goal-setting improves worker performance by 12to 15% compared to the situation where no goals were defined. The study noted that this was the case for those groups had to maximize either output quantity or output quality, as well as for the group which was obliged to be as energy efficient as possible. Also, the study established that goal-setting works as an intensifier of learning effects, a somewhat similar statement can be derived for all three goal dimensions.

Choon and Low (2016) <sup>[9]</sup>, did a study on the effects of Goal Setting on Employee Effectiveness to Improve organization

Effectiveness: Empirical study of a High-Tech Company in Singapore. This study was guided by the following hypothesis: Goal setting would have a positive impact on employee effectiveness, goal setting would be positively related to organization effectiveness and employee effectiveness would lead to improved organization effectiveness. The study used cross-section case study which later used questionnaires to collect data. Interview schedule also was used. The samples of 100 employees were selected and were analyzed using descriptive statistics, the findings indicated that goal settings impacted employee performance and improved effectiveness in the organizations.

Mogaji (2013) <sup>[20]</sup> studied the effect of goal setting on performance of Nigeria firms. The study used specific objective included testing of hypothesis. To examine cultural effect of goal setting, task significance on performance, intrinsic reward management, extrinsic rewards, contingency results on performance of Nigeria firms. The study adopted questionnaire to collect data from the sample size of 502 employees which consisted of 167 Yoruba respondents, 174 Ibo respondents and 189 Hausa managers and employees in Lagos. Stratified random design was used. The data collected was analyzed by descriptive statistics through percentage, means, standard deviations and variances. The inferential statistics was applied to test inferences between goals and performance of firms. The results indicated that goal setting affect performance with intrinsic rewards in Yoruba. In Hausa managers were influenced by extrinsic rewards management strategy that contingency on performance of firms. Further, the results indicated that Igbo management indicated more task performance than significance to the business.

Kuyea & Sulaimon (2011) <sup>[17]</sup> studied the effects of employees involvements on goal setting of firms listed in Nigeria. The results showed that efficiency of employee involvements in goal setting had an effect on performance. The different roles distributed improved services delivery by employee involvement strategy. The study further showed that goal settings need employee involvement in all sections in the industry where the firms are found. The study added that there is need to apply goal settings on proper management of the industry by embracing employee involvement in all workplace sections on performance.

Analyzed the influence of participation of employee's goal setting on the performance of Kitale Kenya Seed Company. The study was anchored to these objectives of which were to determine the effects of team goal setting on the performance of companies, to examine the effect of team management practice on performance of business, the influence of joint set goals on organizational performance of business, to examine the effects of employees involvements on performance of Kenya seed company, and the effect of strategy enhancement of business on performance of firms. The study used 650 participants of the target population from which the sample of 261 respondents were chosen using stratified sampling technique. The study used descriptive survey design. The questionnaire was distributed by the research to middle management and top management with the interview schedules. The data collection was analyzed by descriptive analysis which indicated that team goal setting was high recommended with the lowest mean as compare to employee involvements for goals setting. It was further established that there are different goal setting strategies on the performance of organizations. Timely resources allocations on feedback

for organization goal setting are towards performance. Further, study found that involvement of employees in the goal setting may enhance organizational performance. The study recommends that there is necessary for Kenya seed company to review its goal setting on the performance.

Mwakidimi (2010) <sup>[23]</sup> analyzed the effect of human resource development of setting goals on performance of Crown Paint Company limited of Kenya. Objectives of the study were to examine the influence of setting goals on the performance by recognition factor, and goal processes on performance. Job satisfaction on performance of the set goal using survey design and stratified random sampling technique adopted to select 60 respondents. The target population of 350 employees was examined. The study used questionnaire was collected and analyzed by descriptive statistics and inferential analysis. The study examined goal settings as and the effective tool of managing and assisting organization achieve its objectives. Further the study noted that goal setting at the organizational level therefore is critical to the continued long term success of any organization. Also, the study discovered that goal setting process in crown BergerLtd has clearly indicated that indeed this tool does have a beneficial effect on the performance and job satisfaction of the employees.

Ong'uti, Aloka and Nyakinda (2019) <sup>[36]</sup>, did a study on the effect of relationship between goal-setting and mathematics Achievement among Students in Public Secondary Schools in Kenya. The present study employed the Solomon Four research design. Goal-setting, Treatment Status and Pretest Status were independent variables. The study employed purposive sampling technique with the help of stratified and simple sampling designs. The study targeted 1665 where 360 employees were selected comprised of 3 student researchers, 3 mathematicians and teachers from 41 from each secondary school in Kisii county. Primary data was collected using Questionnaires and interview schedules. The study used descriptive and inferential statistics to analyze quantitative data while qualitative data were analyzed with the help of the thematic framework. The findings revealed a statistically significant positive correlation between goal-setting and mathematics achievement. The study further established that students who set goals performed better in mathematics than their counterparts who did not set goals. The study recommended that universities, which train secondary school teachers, should include aspects of goal-setting as a self-regulated learning technique in their training programs.

## 2.4 Conceptual framework

Conceptual framework was used to show the relationship between strategic management practices and growth of poultry layers production in Nyaribari Chache. Imenda (2014) defines conceptual framework as the diagrammatic presentation of independent variable on dependent variable under study.

In this study, goal setting strategies was an independent variable while Growth of poultry layer production was the dependent variable. Growth of poultry layers production was measured in number of birds, Sales volume and Market size. Goal setting practices involve pre-determining targets to be achieved. Goal setting enable the organizer to allocate more resources to those areas with higher returns. Successfully achievement of set goals leads to overall growth over the short and long run. Successfully goal setting takes into account all stakeholders in poultry farming. Involvement of all and/or key stakeholders in goal setting ensure successful

attainability of goals. It also, minimizes resistance hence, improves growth of poultry layers production enterprises in Kisii County.

### 3. Research Methodology

#### 3.1 Research design

This research embraced a descriptive and correlation research designs. Research design is a roadmap which outlines the time scope and guideline for the activities to be followed in the research process to aiming at answering the research question. This research design gives a direction on how to choose the various sources and types of information required and defines the relationship between the variables of the study. According to Bari, correlation research design, allow the researcher to identify the type of relationships between independent variables and dependent variables. Correlation research design permit the study to find out the nature of association between independent variables (Goal setting practices) and dependent variable (growth of poultry layers production measured in terms of size of birds, sales volume and market size).

The study had target populations of 104 poultry farmers having reared over 100 chickens in Nyaribari cache Sub County as attached in the appendix (iv). Table 1 shows the target populations of poultry farmers.

**Table 1:** Target population

Target groups	No. of farmers
Bobaracho Ward	30
Kisii Central Ward	19
Keumbu Ward	14
Kiogoro Ward	19
Birongo Ward	6
Ibeno Ward	16
Total	104

**Source:** Department Of Agriculture, Livestock, Fisheries and Cooperative Development 2021

This study adopted stratified random sampling techniques. The steps of data collection is only possible of researchers are able in identifying samples for a study is unique and therefore Mugenda and Mugenda (2003) [21] notes that steps followed in sample selections depends on the number of items in target population. These require the population to be divided into subgroups known as stratum by stratified sampling technique. Brinker (2006) defines sampling as a systematic selection of representative cases from the larger population. The target population was sorted into strata (wards) such that those with homogenous attributes are in the same group. The study used 92 poultry farmers in Nyaribari cache sub county in Kisii County.

The study adopted Yamane 1967 formula of determining sample size. This sample size.

Was distributed as shown in table 2

$$n = \frac{N}{1 + Ne^2}$$

The sample size is given by 'n'  
N represents target population  
E is the error term

$$n = \frac{105}{1 + 104(.05)^2} = 83$$

Thus, the sample size of 83 respondents was selected to represent target populations of poultry farmers in Nyaribari cache.

Further, sample size was adjusted using 10% of non – response and thus the new sample size determined as

$$10\% (83) + 83 = 92$$

Table 2 shows sample size distribution of the respondents.

**Table 2:** Sample Size

Target groups	No. of farmers	Sample Size
Bobaracho Ward	30	28
Kisii Central Ward	19	17
Keumbu Ward	14	12
Kiogoro Ward	19	17
Birongo Ward	06	5
Ibeno Ward	16	13
Total	104	92

**Source:** (Kisii livestock department, 2021)

This research collected primary data using questionnaires which was analyzed by descriptive statistics such as mean, percentage and standard deviation. The study adopted correlation analysis, simple regression, and multiple regressions in data analysis.

## 4. Results and Discussions

### 4.1 Introduction

The general objective of this research was to determine the effects of strategic management practices on growth of poultry layers production enterprises in Nyaribari Cache Sub-County. This research was governed by the following specific objective: To find out the effects of goal setting on growth of poultry layers production enterprises in Nyaribari Cache Sub-County.

#### 4.1.1 Response rate

The researcher supplied 92 questionnaires out of which 84 were fully filled in and returned. The findings are represented below.

**Table 3:** Response rate

Target group	Number of questionnaires	Duly filled	Return rate %
Questionnaires issued	92	84	91.3
Questionnaires unissued	0	8	8.7
Total	92	92	100

**Source:** Field data 2022

The current research discovered that 91.3% of the questionnaires issued were filled in and returned. This return rate was adequate presentation for the inference of results. On the report of a feedback rate of 50% and above is adequate enough for data scrutiny. Likewise, Mugenda and Mugenda (2003) [33] opined that a response rate of 50% is acceptable for exploration and statistical communication; a response rate of 60% is satisfactory while a response rate of 70% and over is exceptional.

#### 4.1.2 Gender

This research desired to discover the gender of respondents.

The findings were presented below.

**Table 4:** Gender

		Frequency	Percent	Valid Percent
Valid	Male	65	77.4	77.4
	Female	19	22.6	22.6
	Total	84	100.0	100.0

Source: Field data 2022

This research learned that 77.4% indicated male (65) while 22.6% were female. This indicated most of the poultry layers farmers in Nyaribari Chache Sub-County were males. Further this research discovered that there were a handful of female poultry layers farmers in Nyaribari Chache Sub-County.

#### 4.1.3 Age of respondents

This research sought to determine the age of poultry layers farmers in Nyaribari chache. The results are presented below. The study found out that 8.3% of poultry layers farmers in Nyaribari chache were aged 18-25 years, 9.5% of poultry layers farmers were aged between 26-30 years, 54.8% were aged between 31-40 years, 18(21.4%) were aged between 41 to 50 years, 3(3,6%) were aged between 51-60 years while 2.4% of poultry layers farmers in Nyaribari chache were over 60 years.

**Table 5:** Respondents' age

		Frequency	Percent	Valid Percent
Valid	18-25years	7	8.3	8.3
	26-30 years	8	9.5	9.5
	31-40 years	46	54.8	54.8
	41-50 years	18	21.4	21.4
	51-60 years	3	3.6	3.6
	over 60 years	2	2.4	2.4
	Total	84	100.0	100.0

Source: Field data 2022

According to the findings of the study, majority of poultry layers farmers in Nyaribari chache were aged between 30- 40 years (54.8%). People in this age bracket tend to be more active as they work around the clock to invest for the future and provide job opportunities for many unemployed people. Poultry layers farming enterprises are among the investments that are attracting many people.

#### 4.1.4 Education level

This research sought to find out the knowledge ability of poultry layer farmers in Nyaribari Chache. The findings are presented below. The study established that 7.1 % of poultry farmers in Nyaribari chache had up to primary level of education, 11.9% of the farmers had secondary education, 23.8% had tertiary education and 57.1% had university education. On the report of these findings, most of the farmers in poultry layers farming had university education.

**Table 6:** Education level

		Frequency	Percent	Valid Percent
Valid	Primary	6	7.1	7.1
	Secondary	10	11.9	11.9
	Tertiary	20	23.8	23.8
	University	48	57.1	57.1
	Total	84	100.0	100.0

Source: Field data 2022

This puts them in bold position to carry out poultry layers farming as they have knowledge on how to keep poultry. Higher level of education made it easier for these farmers to manage their farms especially on biosecurity measures and treatment of sick birds.

#### 4.1.5 Length of doing poultry layers production business

The study wanted to find out for how long poultry layers farmers in Nyaribari chache have been in poultry layers production business. The findings are presented below.

**Table 7:** Length of doing poultry layers production business

		Frequency	Percent	Valid Percent
Valid	<1 years	0	0	0
	2-5 years	59	70.2	70.2
	6-10 years	20	23.8	23.8
	over 10 years	5	6.0	6.0
	Total	84	100.0	100.0

Source: Field data 2022

The study revealed that 70.2 % of poultry layers production farmers in Nyaribari chache had been in poultry layers production farming business for 2- 5 years, 23.8% for 6- 10 years while 6% of the farmers had been in the business for over 10 years. This meant that majority of the poultry layers farmers had been in poultry layers production business for 2- 5 years.

## 4.2 Descriptive statistics on variables

### 4.2.1 Goal setting

The study examined effects of goal setting and its influence on growth of poultry layers production enterprises in Nyaribari Chache Sub-County, Kisii County. The study issued closed ended questionnaires. The researcher requested the respondent to indicate their agreement or disagreement about the statement of goal settings on growth of poultry farming. The degree was measured by a scale of 1-5 strongly agree 5 agree 4 3 neutral 2 disagree and strongly disagree and was analyzed using frequency, means and standard deviation. The results were presented in the information given.

The established Specific and Clear Goals are easily achievable had mean value of 4.5357 with standard deviation of .85653, Poultry farmers have experts who sets achievable goals for them had mean value of 3.7381 with standard deviation of 1.43215, Team Goals are easily achievable had mean value of 4.2262 with standard deviation of 1.14441, Goals set by individual commercial poultry farmers are achieved easily had mean value of 4.7381 with standard deviation of .49379, Goals set Jointly leads to attainment of targets more effectively and efficiently had mean value of 4.5714 with standard deviation of .78057, Involvement of other stakeholders like consumers in Goal setting yields best results had mean value of 4.8571 with standard deviation of .51817, Goals setting makes monitoring and evaluation of performance of commercial poultry layers farming possible had mean value of 4.9167 with standard deviation of .27805. The study noted that Goals setting makes monitoring and evaluation of performance of commercial poultry layers farming possible had the highest mean of 4.9167 while Poultry farmers have experts who sets achievable goals for them had the lowest mean of 3.7381.

**Table 8:** Descriptive Statistics on Goal setting

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Specific and Clear Goals are easily achievable	84	2.00	5.00	4.5357	.85653
Poultry farmers have experts who sets achievable goals for them	84	1.00	5.00	3.7381	1.43215
Team Goals are easily achievable.	84	1.00	5.00	4.2262	1.14441
Goals set by individual commercial poultry farmers are achieved easily	84	3.00	5.00	4.7381	.49379
Goas set Jointly leads to attainment of targets more effectively and efficiently.	84	2.00	5.00	4.5476	.79766
Involvement of other stakeholders like consumers in Goal setting yields best results	84	2.00	5.00	4.8571	.51817
Goals setting makes monitoring and evaluation of performance of commercial poultry famer possible	84	4.00	5.00	4.9167	.27805
Valid N (listwise)	84				

Source: Field data 2022

According to Mwakidimi (2010) [23], goal Selling is an effective tool in assisting an organization achieve its objectives. Further the study noted that goal setting at the organizational level therefore is important for the continued long term achievements of any firm. Also, the study discovered that goal setting process in crown Berger Ltd has clearly shown that indeed these tools have a beneficial effect on the achievement and career fulfillment of the employees.

#### 4.3 Simple Regression analysis between independent variable and dependent variable

##### 4.3.1 Goal setting and growth of poultry layers production enterprises

This research executed a simple regression analysis between goal setting and growth of poultry layers production enterprises in Nyaribari. The findings of the study are presented below

**Table 9:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571(a)	.530	.522	.18765

Source: field data 2022

a. Predictors: (Constant), Goal setting

The study established that R was =.571. This indicated that goal setting had a positive correlation with growth of poultry layers production enterprises in Nyaribari Chache. Additionally, this research discovered that the model had an

**Table 11:** Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta	B	Std. Error	
1	(Constant)	.5150	.477			10.806	.000
	Goal setting	.038	.096	-.043		.390	.009

Source: Field data 2022

a. Dependent Variable: Growth of poultry layers production

The identified that goal setting had an inverse and insignificant effect growth of poultry layers production enterprises in Nyaribari Chache Sub-County, Kisii County.  $B=.038$ ,  $t=.390$ ,  $P=.009 < 0.05$ . Taking other factors to be constant at zero, goal setting led to 51.5 % change in growth of poultry layers production enterprises in Nyaribari Chache Sub-County. Further, the study noted change in goal setting led to 38% change in the growth of poultry layers production. Thus, changes in goal setting led to significant changes in growth of poultry layers production enterprises in Nyaribari Chache Sub-County.

$$Y = .5150 + .038X$$

R square of .530. Accordingly, variation in goal setting led to 53% increase in growth of poultry layers production enterprises in Nyaribari Chache. According to noted that joint goal, employee involvement goals, team goal, and goal setting on performance.

**Table 10:** ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.005	1	.005	15.152	.009(a)
	Residual	2.888	82	.035		
	Total	2.893	83			

Source: Field data 2022

a. Predictors: (Constant), Goal setting

b. Dependent Variable: Growth poultry layers production

The study findings revealed that F test was 15.152,  $P = .009 < 0.05$ . This means that the general regression model was fit for this study. These results indicated that goal setting had a remarkable impact on growth of poultry layers production in Nyaribari chache Kisii. According to Kuyea and Sulaimon (2011) [17], the success and productivity in performance of employee's tasks hangs on the employee's involvement in goal setting. Further, the study noted that organizations with more employee involvement exceeded organizations with less employee involvement. The study recommended that it is important for management of these organizations to manifest a higher level of dedication to employee participation in goal setting in order to boost achievements.

## 5. Conclusions and Recommendations

### 5.1 Conclusions

The objective examined the effects of goal setting on growth of poultry layers production enterprises in Nyaribari Chache Sub-County. This research concluded that goals setting make monitoring and evaluation of performance of commercial poultry layers farmer possible. Further this research presumed that goal setting had a weak, insignificant and negative association with growth of poultry layers production enterprises in Nyaribari Chache Sub-County. Thus rise in goal setting authorize an insignificant reduction in growth of poultry layers production enterprises in Nyaribari Chache Sub-County. Additionally, this research concluded that goal setting had a negative and significant outcome on growth of

layers poultry production in Nyaribari chache. Therefore, a unit change in goal setting occasioned a remarkable decrease in the growth of poultry layers production enterprises in Nyaribari Chache Sub-County. Thus the null hypothesis was rejected.

## 5.2 Recommendations

The objective of the research was to find out the effects of goal setting on growth of poultry layers production enterprises in Nyaribari Chache Sub-County. Poultry layer farmers have experts who sets achievable goals for them had the lowest mean. This research proposed that poultry layer farmers should hire experts who can set goals, formulate

smart and easily achievable objectives. Additionally, the study recommended that poultry layers farmers can take refresher courses to enhance their skills, knowledge in poultry. This would reduce greatly the costs of outsourcing experts. Further the study recommended that poultry layers farmers should divide up their goals into smaller clusters that are simple, needs less resources to attain and sustain and takes relative longer time perhaps 18months or so. This would reduce pressure of hurrying up before time catches with them. Humble working condition would enable them focus on attainability and sustainability of set goals.

## Appendix 1: List of Farmers

Sub County	S/NO	Ward	Name
Nyaribari Chache	1	Bobaracho	Andrew Obino
	2	Bobaracho	Samwel Machogu
	3	Bobaracho	Vincent Sagwe
	4	Bobaracho	Jackson Masega
	5	Bobaracho	Tom Makori
	6	Bobaracho	Everline H
	7	Bobaracho	Silivia Mogaka
	8	Keumbu	Ammony Getuka
	9	Keumbu	Felix Nyayieme
	10	Keumbu	Caroline Kerubo
	11	Keumbu	Winnie Getonto
	12	Keumbu	Davin Nyamwaya
	13	Keumbu	Arnold Kenani
	14	Keumbu	Mercy Makori
	15	Keumbu	Edwin Nyamwanya
	16	Keumbu	Grace Mengo
	17	Keumbu	Kambua K
	18	Keumbu	Felix Nyayiemo
	19	Keumbu	Robert Jairo
	20	Keumbu	Vincent Michoma
	21	Keumbu	MasongoMageto
	22	Bobaracho	Everline Onserio
	23	Bobaracho	Elijah Machogu
	24	Bobaracho	Kennedy Nyabayo
	25	Bobaracho	Delvin Orare
	26	Bobaracho	Jared Nyangaresi
	27	Bobaracho	Maurice Momanyi
	28	Ibeno	Elijah Ombati
	29	Ibeno	Evans Ombati
	30	Ibeno	Wilter Karani
	31	Ibeno	Abel Areri
	32	Ibeno	Onkoba Tongi
	33	Ibeno	Zaphania Machogu
	34	Ibeno	Ibrahim Mogaka
	35	Ibeno	Easter Karani
	36	Ibeno	Hildah Mokobi
	37	Ibeno	Stephen Aburi
	38	Ibeno	Jascah Machage
	39	Ibeno	Reuben yakenanda
	40	Ibeno	Timothy Mobisa
	41	Ibeno	Justus Mosoti
	42	Ibeno	Peter Omote



43	Kisii central	Peter Kingoina
44	Kisii central	Panclas Chweya
45	Kisii central	Elijah Ondicho
46	Kisii central	Douglas Maeta
47	Kisii central	Geoffrey Mengo
48	Kiogoro	Tom Kerongo
49	Kiogoro	Domiano Nyaanga
50	Kiogoro	Benard Moore
51	Kiogoro	Florence Nyandieka
52	Kiogoro	Geoffrey Mogire
53	Birongo	Meshack Onami
54	Birongo	Henury Lilian
55	Birongo	Justin Nyangau
56	Birongo	Jane Nyaata
57	Birongo	George Nyagero
58	Birongo	Grace Mogaka
59	Kisii central	Eveline Sangwera
60	Kisii central	Veronica Nafula
61	Kisii central	Teresa Kwamboka Kwaba
62	Kisii central	Charles Mangua
63	Kisii central	Easther Onserio
64	Kisii central	Saraa Mongina
65	Kisii central	Florence Nyagesiba
67	Kisii central	Peter Kingoina
68	Kisii central	Risper Nyansarora Otieno
69	Kisii central	John Onyoni
70	Kisii central	JosephineMoraa Nyaega
71	Kisii central	Hellen M Omae
72	Kisii central	Winfridah K Andasa
73	Kisii central	Risper K Ramacha
74	Kiogoro	Jane Nyanchama
75	Kiogoro	Charles Mangoa
76	Kiogoro	Peris Nyabuto
77	Kiogoro	Stephen Mwamba
78	Kiogoro	Ronald Makori
79	Kiogoro	Joyce K Mosota
80	Kiogoro	Nemwel Nchore
81	Kiogoro	Lydia Ayienda
82	Kiogoro	Vincent Obiro
83	Kiogoro	George Skebu
84	Kiogoro	Samuel Mokeya
85	Kiogoro	Mercy Maoti
86	Kiogoro	Justus Bagwasi
87	Kiogoro	Callen Kiari
88	Bobaracho	Eunia Kimanga
89	Bobaracho	Sarah Onura
90	Bobaracho	Veronicah Barongo
93	Bobaracho	Sheba Moraa
92	Bobaracho	Mary Osoro
93	Bobaracho	Paustine Omuko
94	Bobaracho	Rebeccah George
95	Bobaracho	Ywinalis Osoro
96	Bobaracho	Pacifica Oichoe
97	Bobaracho	Everlyn Onsrio
98	Bobaracho	Esther N Nyagucha
99	Bobaracho	Margaret K Koba
100	Bobaracho	Felister K Ondieki

	101	Bobaracho	Ruth B Ndiege
	102	Bobaracho	Teresa Onchangu
	103	Bobaracho	Joyce B Ironda
	104	Bobaracho	Rose Ondwali

Source: department of agriculture, livestock, fisheries and cooperative development 2022

## Appendix II: List of sampled farmers

Sub County	S/NO	Ward	Name
Nyaribari Chache	1.	Bobaracho	Andrew Obino
	2.	Bobaracho	Samwel Machogu
	3.	Bobaracho	Vincent Sagwe
	4.	Bobaracho	Jackson Masega
	5.	Bobaracho	Tom Makori
	6.	Bobaracho	Everline H
	7.	Bobaracho	Silivia Mogaka
	8.	Bobaracho	Everline Onserio
	9.	Bobaracho	Elijah Machogu
	10.	Bobaracho	Kennedy Nyabayo
	11.	Bobaracho	Delvin Orare
	12.	Bobaracho	Jared Nyangaresi
	13.	Bobaracho	Maurice Momanyi
	14.	Bobaracho	Eunia Kimanga
	15.	Bobaracho	Sarah Onura
	16.	Bobaracho	Veronicah Barongo
	17.	Bobaracho	Sheba Moraa
	18.	Bobaracho	Mary Osoro
	19.	Bobaracho	Paustine Omuko
	20.	Bobaracho	Rebeccah George
	21.	Bobaracho	Ywinalis Osoro
	22.	Bobaracho	Pacifica Oichoe
	23.	Bobaracho	Everlyn Onsrio
	24.	Bobaracho	Esther N Nyagucha
	25.	Bobaracho	Margaret K Koba
	26.	Bobaracho	Felister K Ondieki
	27.	Keumbu	Ammony Getuka
	28.	Keumbu	Felix Nyayieme
	29.	Keumbu	Caroline Kerubo
	30.	Keumbu	Winnie Getonto
	31.	Keumbu	Davin Nyamwaya
	32.	Keumbu	Arnold Kenani
	33.	Keumbu	Mercy Makori
	34.	Keumbu	Edwin Nyamwanya
	35.	Keumbu	Grace Mengo
	36.	Keumbu	Kambua K
	37.	Keumbu	Felix Nyayiemo
	38.	Keumbu	Robert Jairo
	39.	Ibeno	Elijah Ombati
	40.	Ibeno	Evans Ombati
	41.	Ibeno	Wilter Karani
	42.	Ibeno	Abel Areri
	43.	Ibeno	Onkoba Tongi
	44.	Ibeno	Zaphania Machogu

	45.	Ibeno	Ibrahim Mogaka
	46.	Ibeno	Easter Karani
	47.	Ibeno	Hildah Mokobi
	48.	Ibeno	Stephen Aburi
	49.	Ibeno	Jaschah Machage
	50.	Ibeno	Reuben yakenanda
	51.	Kisii central	Peter Kingoina
	52.	Kisii central	Panclas Chweya
	53.	Kisii central	Elijah Ondicho
	54.	Kisii central	Douglas Maeta
	55.	Kisii central	Geoffrey Mengo
	56.	Kisii central	Eveline Sangwera
	57.	Kisii central	Veronica Nafula
	58.	Kisii central	Teresa Kwamboka Kwaba
	59.	Kisii central	Charles Mangua
	60.	Kisii central	Easther Onserio
	61.	Kisii central	Saraa Mongina
	62.	Kisii central	Florence Nyagesiba
	63.	Kisii central	Peter Kingoina
	64.	Kisii central	Risper Nyansarora Otieno
	65.	Kisii central	John Onyoni
	66.	Kisii central	JosephineMoraa Nyaega
	67.	Kisii central	Hellen M Omae
	68.	Birongo	Meshack Ondimu
	69.	Birongo	Henury Lilian
	70.	Birongo	Justin Nyangau
	71.	Birongo	Jane Nyaata
	72.	Birongo	George Nyagero
	73.	Birongo	Grace Mogaka
	74.	Kiogoro	Tom Kerongo
	75.	Kiogoro	Domiano Nyaanga
	76.	Kiogoro	Benard Moore
	77.	Kiogoro	Florence Nyandieka
	78.	Kiogoro	Geoffrey Mogire
	79.	Kiogoro	Jane Nyanchama
	80.	Kiogoro	Charles Mangoa
	81.	Kiogoro	Peris Nyabuto
	82.	Kiogoro	Stephen Mwamba
	83.	Kiogoro	Ronald Makori
	84.	Kiogoro	Joyce K Mosota
	85.	Kiogoro	Nemwel Nchore
	86.	Kiogoro	Lydia Aiyenda
	87.	Kiogoro	Vincent Obiro
	88.	Kiogoro	George Skebu
	89.	Kiogoro	Samuel Mokeya
	90.	Kiogoro	Mercy Maoti
	91.	Kiogoro	Justus Bagwasi
	92.	Kiogoro	Callen Kiari

Source: Researcher 2022

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