

Ntrepreneurial Self Efficacy And Performance Of Poultry Businesses In Rivers State, Nigeria

Ogbaka, Anthony Peter ¹ and B. Chima Onuoha²

1. Doctoral Student, Department of Management, University of Port Harcourt.
2. Professor of Management, Department of Management, University of Port Harcourt.

ABSTRACT: This research concentrated on examining the connection between entrepreneurial self-efficacy and the performance of poultry businesses in Rivers State, Nigeria. A cross-sectional survey design was utilised, focussing on a population of forty-three (43) registered poultry businesses operating in Port Harcourt. A total of eighty-six (86) respondents were randomly selected from the population, and the complete population was utilised to ascertain the relationship between the variables. Data collection was conducted through meticulously designed questionnaires, and the analysis was performed utilising Spearman's Rank Order Correlation. The analysis results indicated a positive and significant correlation between the dimensions of entrepreneurial self-efficacy, specifically accomplishment orientation and resilience, and both non-financial and financial performance in poultry businesses. The findings indicate that poultry business owners who possess higher levels of entrepreneurial self-efficacy tend to demonstrate greater resilience, a stronger focus on achievement, and increased self-confidence in their decision-making processes, all of which contribute positively to their business performance. The findings suggest that poultry business owners and managers ought to continuously improve and maintain their entrepreneurial self-efficacy by engaging in capacity development programs, training, and experience-sharing sessions. This approach aims to enhance financial sustainability along with other non-financial outcomes, including customer satisfaction and operational efficiency.

Keywords: Accomplishment Orientation, Entrepreneurial Self-Efficacy, Performance, Resilience

Introduction

The necessity for breakthrough performance has led to the determination of the most effective means to achieve significant corporate objectives and goals (Leppänen, et al., 2023). The performance of a business is strategically emphasised, especially considering the heightened sensitivity to competition driven by dynamic strategies associated with factors such as technological progress, environmental changes, and fierce market competition. The capacity of an organisation to leverage productivity in attaining alignment with its objectives while maintaining relevance to its stakeholders is a primary focus of business performance (Katsande, 2023). According to Omar and Zineb (2019), performance enables both individuals and organisations to distil complex realities into quantifiable and actionable results. Corporate performance is a significant issue in many developing countries, affecting not just large corporations but also small and medium-sized enterprises such as poultry companies. These businesses navigate uncertain environments marked by changing market demands, limited institutional support, and substantial business risks. Performance offers essential insights that allow management to monitor outcomes, boost motivation, and enhance communication during the process of identifying issues. Waggoner et al. (1999, as cited in Omar & Zineb, 2019).

Poultry farming represents a rapidly expanding segment of agriculture, playing a crucial role in Nigeria's economic development and ensuring food security. The production of poultry serves as a significant contributor to income, employment opportunities, and protein supply. Nonetheless, the poultry sector is confronted with various challenges, including disease, outdated equipment, fluctuating feed costs, and limited access to financial resources. The confidence in executing entrepreneurial tasks effectively has emerged as a significant predictor of firm performance in a dynamic environment. The capacity for entrepreneurial self-efficacy plays a crucial role in recognising opportunities, embracing risks, leveraging resources, and persevering in the face of challenges (Hossain, 2023). Individuals with elevated entrepreneurial self-efficacy are more adept at establishing ambitious objectives, navigating uncertainty, and adapting to changing circumstances, all of which are crucial for their survival and growth in the competitive poultry sector. On the other hand, low ESE may hinder business owners' creativity, reduce their capacity to navigate risks, and constrain their comprehension of expansion opportunities. While performance studies have typically concentrated on manufacturing and technology sectors (Agarwal et al., 2009; Alhadid, 2016), agricultural enterprises, particularly those in poultry, have received comparatively less attention. Poultry enterprises significantly contribute to the economic fabric of local communities; thus, their sustainability and growth are crucial not only for individual entrepreneurs but also for broader goals such as job creation and food security. Therefore, examining the entrepreneurial self-efficacy and performance of poultry businesses significantly enhances the understanding of SME sustainability and competitiveness in developing economies.

Statement of the Problem

Poultry entrepreneurs in Nigeria face significant obstacles that threaten the viability of their enterprises. A hazardous working environment arises from various factors, including economic instability, inadequate infrastructure, inconsistent policies, and health

challenges, particularly disease outbreaks. Producers face challenges such as high mortality rates, increasing feed expenses, restricted access to veterinary services, and fluctuating market demand. All these factors hinder sustainable success, financial gain, and overall effectiveness. As a result, many chicken farms shut down prematurely because their operators struggle to manage these complex challenges. The ongoing poor performance of chicken enterprises indicates that external assistance alone is inadequate for achieving sustainable success, even with numerous government programs and agricultural support initiatives in place. To help business owners adjust to changing circumstances and enhance outcomes, skills related to intrapreneurship, like perceived competence, might hold greater significance than simply focussing on conventional entrepreneurial abilities. The belief in one's entrepreneurial abilities empowers business owners to take initiative, capitalise on opportunities, and demonstrate resilience in the face of challenges. It has been confirmed that more competent entrepreneurs exhibit greater innovation, enhanced problem-solving abilities, and a higher likelihood of sustaining firm growth (McGee et al., 2009). Although The significance of entrepreneurial self-efficacy cannot be overstated; however, there exists a notable deficiency in empirical research exploring the relationship between entrepreneurial self-efficacy and the performance of poultry enterprises in Rivers State.

Most empirical studies on entrepreneurial performance in Nigeria, as noted by Nkosi (2011) and Alhadid (2016), have primarily focused on the manufacturing, ICT, or SME sectors in general. The agricultural sector, characterised by its unique operational and environmental challenges distinct from other sectors, has not received sufficient research attention. This presents an intriguing area of inquiry. Furthermore, the dynamics of the poultry industry are intricate. This includes financial performance indicators such as profitability and revenue growth, as well as non-financial performance indicators like product quality, customer satisfaction, and market share (Akpan, et al., 2024). The extent to which entrepreneurial self-efficacy influences these different performance metrics remains to be determined. Poultry entrepreneurs may lack the essential knowledge required to enhance their own capabilities without empirical evidence, and policymakers may struggle to create suitable intervention strategies for fostering entrepreneurship in agriculture. Thus, this study addresses the lack of empirical evidence on entrepreneurial self-efficacy and poultry business performance in Rivers State, Nigeria.

Aim and Objectives

This study aims to explore the connection between entrepreneurial self-efficacy and the performance of poultry businesses in Rivers State, Nigeria. Specifically, the study seeks to;

- i. Investigate the connection between achievement orientation and financial performance of poultry businesses in Rivers State.
- ii. Ascertain the association between achievement orientation and non-financial performance of poultry businesses in Rivers State.
- iii. Examine the link between resilience and non-financial performance of poultry businesses in Rivers State.
- iv. Determine the correlation between resilience and non-financial performance of poultry businesses in Rivers State.

Research Hypotheses

The null hypotheses were formulated as a tentative answer to the research questions;

H₀₁: There is no significant relationship between achievement orientation and financial performance.

H₀₂: There is no significant connection between achievement orientation and non-financial performance.

H₀₃: There is no significant link between resilience and non-financial performance.

H₀₄: There is no significant association between resilience and non-financial performance.

Literature Review

This research uses Barney (1991)'s Resource-Based View (RBV), which holds that organisational resources drive competitive advantage and performance. The Resource-Based View (RBV) posits that sustained superior performance is contingent upon the presence of resources that are valuable, rare, difficult to imitate, and non-substitutable (VRIN). Unlike externally focused perspectives, the Resource-Based View (RBV) is internally orientated, highlighting that both tangible and intangible assets of a firm form the foundation of competitive advantage (Wernerfelt, 1984; Barney, 1991). The model emphasises human, psychological, and social capital as fundamental intangible resources. Entrepreneurial self-efficacy refers to an entrepreneur's belief in their ability to effectively navigate and succeed in conditions of business uncertainty (Bandura, 1997; Chen, Greene & Crick, 1998). Self-confidence is a vital and distinct internal attribute that affects risk-taking, innovation, and perseverance in entrepreneurship.

Entrepreneurial self-efficacy serves as a strategic asset for producers in addressing challenges within emerging industries, including disease outbreaks, fluctuating input costs, and market instability. Entrepreneurial managers possessing high self-efficacy are likely to effectively utilise additional resources, adopt innovative production techniques, and ensure operational continuity despite external pressures. As a result, these firms are likely to attain improved productivity, profitability, and sustainability, as posited by the Resource-Based View, which asserts that unique internal capabilities drive performance results. The Resource-Based View provides

a good theoretical framework for studying entrepreneurial self-efficacy and poultry company performance in Rivers State, Nigeria. Self-efficacy is a key internal capability that gives a company a competitive edge, supporting the idea that organisational success depends on strategic use of psychological and behavioural capabilities.

Entrepreneurial Self Efficacy

The entrepreneurial self-efficacy is the conviction that a person can initiate and operate a business (Caliendo, et al., 2023). The knowledge and abilities one has play a significant role in handling the different phases of business development (Ruiz-Dotras, & Llados-Masllorens, 2022). This notion is based on the general theory of self-efficacy that is an essential psychological factor in the attainment of success in a given activity. Self-efficacy is what others mean when they believe and have skills to efficiently manage the available resources in such a manner that enables them to navigate and accomplish their tasks (Omoyele, et al., 2023). Chen et al. (2018) demonstrated that the connection between the entrepreneurial intention and the entrepreneurial self-efficacy was influenced by perceived attractiveness and feasibility. Having taken other factors into consideration, including the attitudes of individuals and social norms, Ruiz-Dotras and Llados-Masllorens (2022) concluded that entrepreneurial self-efficacy remained an important predictor of entrepreneurial intentions.

Caliendo, et al., (2023) suggested the entrepreneurial self-efficacy notion, whereby the authors stated that there was a need to comprehend the factors that contributed to different entrepreneurial behaviours and enhance them. The empirical data reveal that the entrepreneurial behaviours have a strong influence on the likelihood of a person becoming an entrepreneur (Zhao, et al., 2023). According to Crisan et al. (2021), the first essential step of an entrepreneurial and innovation process is the identification and utilisation of an opportunity as an entrepreneur. Self-efficacy refers to an individual's confidence in their capacity to plan and carry out particular tasks effectively (Caliendo, et al., 2023). Consequently, entrepreneurial self-efficacy refers to the optimistic belief or assurance an individual possesses regarding their ability to successfully initiate and manage a business (Oyeku, et al., 2014). Campos, (2025) articulates it as the extent to which an entrepreneur is confident in their capacity to establish a new business. Segal et al., (2023) indicate that individuals exhibiting high levels of entrepreneurial self-efficacy are more likely to pursue entrepreneurship in the future.

Achievement Orientation

The orientation towards achievement in entrepreneurship influences how individuals approach and conduct themselves in their business endeavours. There exists a significant drive towards goal achievement, a propensity for risk-taking, and a strong focus on innovation and creativity (Dias, et al., 2025). Individuals who possess a success-oriented entrepreneurial mindset are often motivated by a quest for innovation and the opportunity to create a meaningful impact. They typically demonstrate a strong ability to bounce back when faced with obstacles and are willing to take measured risks to reach their goals. Studies show that this mindset of entrepreneurial achievement is among the most significant factors impacting business success. Adopting this mindset increases the likelihood of identifying opportunities, actively pursuing them, and successfully navigating challenges (Bachnik, et al., 2023). Ajuka, et al., (2024) indicate that individuals with a strong entrepreneurial success orientation exhibit a high level of determination to ensure their businesses flourish and grow. Numerous studies have explored the origins of this entrepreneurial success attitude. Edwin et al., (2021) have demonstrated that individuals with a pronounced need for achievement are often proactive, willing to take risks, and exhibit resilience when confronted with failure.

Obschonka et al., (2017) presented an alternative viewpoint, emphasising the significance of drive and values in achieving entrepreneurial success. Their findings revealed positive correlations between the values of independence and risk-taking. Chen et al. (2018) found that individuals with strong self-belief and high motivation to achieve results exhibited greater achievement orientation. Similarly, Gielnik et al. (2015) found that individuals engaged in entrepreneurial activities were more inclined to adopt a success-oriented mindset when they possessed a growth mindset, or held the belief that they could enhance their abilities. Esteves, et al. (2024) showed that entrepreneurs with a strong passion and commitment to their field were more focused on their goals and exhibited greater enthusiasm for their activities. The studies' findings highlight the significance of intrinsic motivation, cultural beliefs, state of mind, and personality traits in shaping an entrepreneur's personal definition of success.

Resilience

Entrepreneurial resilience refers to the proactive capacity of individuals in business to react constructively to uncertainty, challenges, and obstacles while continuing to pursue their business goals (Ayala & Manzano, 2014). Ordinary resilience is primarily about mental strength, whereas entrepreneurial resilience encompasses psychological, behavioural, and strategic elements that enable entrepreneurs to navigate crises, seize opportunities in challenging situations, and sustain their businesses. This adaptability hinges on the understanding that entrepreneurs navigate challenging environments characterised by risk, constrained resources, fierce competition, and complex regulations. In such an environment, failure is common, and the ability to recover is a defining trait of successful entrepreneurs (Bullough & Renko, 2013). This resilience involves not merely enduring challenges but also transforming setbacks into valuable learning experiences that foster innovation, adaptability, and sustained performance (Fisher et al., 2016).

The traits of optimism, self-confidence, and emotional stability in resilient entrepreneurs serve as a safeguard against uncertainty and stress (Maalismäa, 2022). These facilitate coping, enhance coping capacity, and foster problem-solving abilities. Resilient entrepreneurs exhibit anticipatory reactions, demonstrate adaptability in their decision-making processes, and maintain a steadfast approach to resource acquisition despite facing constraints (Williams & Shepherd, 2016). Entrepreneurial resilience requires a strategic approach that includes modifying business models, adjusting products or services, and seizing market opportunities in response to substantial external shifts. Bullough, et al., (2014) found that in politically unstable environments, the ability to persevere and even expand businesses was associated with entrepreneurial resilience. In a similar vein, Ayala and Manzano (2014) observed that entrepreneurial resilience is a critical factor for the long-term success of small and medium-sized enterprises (SMEs), as it empowers leaders to swiftly make appropriate adjustments and effectively utilise resources during economic downturns. Moreover, the connection between entrepreneurial resilience and the learning derived from failure is significant. Resilient entrepreneurs tend to utilise failure as a valuable source of feedback for shaping future strategies, rather than viewing it as an endpoint (Shepherd, & Williams, 2023).

This unwavering commitment to learning enhances innovative capacity and equips entrepreneurs to seize opportunities arising from disruption. The ability to withstand challenges in entrepreneurship ultimately fosters growth and sustainability. The ability to maintain entrepreneurial resilience becomes especially vital in contexts characterised by institutional weaknesses, economic volatility, and limited resources. Under these conditions, the success of entrepreneurship significantly depends on personal resolve, social connections, and adaptive strategies to remain operational (Korber & McNaughton, 2018). The findings indicate that resilience plays a crucial role in how entrepreneurs navigate infrastructure challenges, regulatory barriers, and changing market trends, ultimately impacting the survival and growth of their businesses.

Performance

The degree to which an organisation utilises its resources to achieve its goals and meet customer needs serves as an indicator of its performance (Lestari, et al., 2023). According to Obiakonwa et al. (2021), business performance hinges on achieving the appropriate balance between executing tasks efficiently and effectively achieving the intended results. In this context, performance is significantly influenced by both effectiveness and efficiency. According to Victoria (2020), performance encompasses a range of financial and non-financial metrics that indicate the degree to which objectives have been achieved. These generally encompass aspects such as customer satisfaction, employee motivation, productivity, and profitability. Metrics that are not strictly financial, such as innovation, customer loyalty, and flexibility, offer deeper understanding of long-term sustainability. However, traditional financial metrics like return on investment, profit margin, and sales growth remain crucial performance indicators for organisations. The performance of businesses significantly influences society at large. A successful business is in a position to increase employee wages and create additional job opportunities, both of which contribute positively to the overall economy. A financially successful business can achieve improved pay and benefits, enhanced working conditions, and superior products for customers (Victoria, 2020). Consequently, performance benefits society in addition to the organisation. Furthermore, the performance of a business is shaped by both internal and external influences. For optimal functioning, it is essential to have efficient management, skilled personnel, creativity, and the best utilisation of resources. External factors including market dynamics, competitive pressures, regulatory requirements, and customer expectations influence the performance of businesses within their markets (Kakeesh, et al., 2024). Consequently, organisations need a comprehensive strategy for evaluating performance that considers both financial and non-financial metrics of achievement.

Financial Performance

Al Frijat and Elamer (2025) described performance as a comprehensive concept that includes all notions associated with a company's success and its operations. Performance may be associated with the direct results or outputs of an action, the quality with which an action is executed, or the ability to produce outcomes. Atkinson (2012) defines performance as the attainment of results, ensuring the provision of advantageous outcomes for a company's stakeholders. According to Njihia et al (2013), performance measurement serves as a process that allows company executives to oversee performance, identify areas for improvement, enhance motivation, facilitate communication, and reinforce accountability.

Asheghian (2012) stated that financial performance is characterised by earnings, debt management, and resource management. Debt management is assessed through the ratios of total debt to equity and long-term debt to equity. Returns are measured through equity return, resource return, and investment return. The management of resources can be assessed through metrics such as receivable turnover, total resource turnover, and inventory turnover. Shanak and Abu-Alhaija (2023) noted that financial performance emphasises aspects directly related to financial statements, often articulated in terms of sales growth, job creation, and share prices. Financial performance facilitates the evaluation of company outcomes both over time and in relation to other companies.

Non-Financial Performance

Performance refers to the tangible outcomes or outputs of particular actions, the manner in which those actions are carried out, or the ability to attain desired results. Njihia et al. (2013) indicate that performance measurement serves as a tool for managers in organisations to monitor performance, identify areas for enhancement, and foster responsibility, motivation, and communication. Non-financial performance measures the intangible aspects of organisational outcomes, contrasting with financial metrics such as profitability, debt management, and asset utilisation. According to Akpan et al. (2024), internal processes that facilitate long-term prosperity for the company, such as employee development, innovation, and customer satisfaction, are interconnected with non-financial performance. These often serve as primary indicators of financial performance and initial signals of organisational well-being.

Factors such as customer loyalty, product quality, innovation, and employee satisfaction serve as essential non-financial metrics that enhance a company's ability to sustain its competitive advantage (Omran, et al., 2021). Shanak and Abu-Alhaija (2023) highlighted that, unlike financial statement reporting, non-financial performance broadens the assessment of a firm's performance outcomes to include factors such as customer base growth, employee morale, and stakeholder trust. Organisations can assess strategic alignment, foster accountability, and achieve adaptability in response to changing business landscapes by focussing on non-financial performance metrics. As noted by Al-Dhubaibi (2025), it encompasses essential aspects of performance that are challenging to measure financially yet are vital for maintaining growth sustainability. A wider perspective on organisational success is thus offered by incorporating non-financial performance as a complementary measure to financial performance.

Entrepreneurial Self-Efficacy and Performance

Entrepreneurial self-efficacy (ESE) represents a fundamental psychological trait that significantly impacts entrepreneurial behaviour and performance. Self-efficacy was initially articulated by Caliendo, et al., (2023) as the conviction in one's capacity to prepare, coordinate, and undertake actions to attain desired results. In the realm of entrepreneurship, ESE is characterised as the entrepreneur's perception of their ability to engage in activities like recognising opportunities, mobilising resources, innovating, and managing uncertainty (Raduan, 2021). In the poultry industry, characterised by significant uncertainties, risks, and infrastructural deficiencies, ESE plays a crucial role in determining the success or failure of poultry enterprises. The economic performance indicators include sales growth, profitability, and return on investment, while the non-economic performance indicators encompass customer satisfaction, product quality, market reputation, and employee motivation (Akpan, et al., 2024). Poultry farmers encounter various obstacles, including elevated feed costs, frequent disease outbreaks, limited access to financing, and inconsistent power supply. Entrepreneurs with high ESE demonstrate a positive approach to overcoming challenges by utilising innovative strategies, including the production of affordable local feed, the implementation of advanced vaccination techniques, and the formation of cooperative societies for fundraising efforts. Such interventions significantly enhance both financial and non-financial outcomes. The influence of ESE extends to persistence and resilience, both of which hold considerable importance in poultry.

The dynamics of poultry production are marked by delicate cycles, where a disease outbreak can devastate a farmer's flock and financial investment overnight. Entrepreneurs with a strong sense of self-efficacy are unlikely to abandon their pursuits in the face of failure. Instead, they perceive failures as opportunities for learning, implementing biosecurity measures, diversifying their operations (such as integrating poultry with fishery or crop farming), and restructuring according to new strategies. This resilience not only bolsters performance but also strengthens long-term competitiveness (Newman et al., 2019). Individuals with high self-efficacy achieve this by diversifying into value-added products such as eggs, dressed chicken, or poultry feed production. The capacity to engage in calculated risks and foster innovation simultaneously improves financial performance, customer satisfaction, and market share (Shirokova, et al., 2025). ESE improves the management of resources and the process of decision-making as well. Poultry enterprises often face resource limitations, and ineffective management can result in significant losses. Entrepreneurs with high self-efficacy are likely to engage in negotiations with suppliers, manage their workforce effectively, and enforce cost-control measures. For example, implementing solar-powered incubators or utilising organic waste as fertiliser reduces production costs and enhances sustainability. These actions enhance not only profitability but also bolster environmental and community reputation, demonstrating significant non-financial performance.

Empirical Review

Oyeku et al. (2020) conducted a study that explored the influence of entrepreneurial self-efficacy on the success of 381 small and medium-sized enterprises (SMEs) located in Lagos State. The research employed primary data alongside a questionnaire as its methodological tool. The findings revealed a significant influence of entrepreneurs' optimism on their success, implying that SME owners ought to foster an adequate degree of optimism to excel in the competitive business environment. Kimathi and colleagues (2021) investigated the influence of self-efficacy on the performance of small and medium enterprises in Kenya. A survey research design was utilised involving a sample of 268,100 licensed small and medium enterprises in Nairobi County, Kenya, from which 400 companies were selected for the study sample. The sample size was attained utilising a multi-stage probability sampling approach, which integrated both stratified sampling methods and simple random sampling. The collection of data was executed via questionnaires, followed by analysis utilising the Statistical Package for Social Science (SPSS) and Microsoft Excel. The examination demonstrated a noteworthy and affirmative impact of an entrepreneur's self-efficacy on the performance of Kenyan

SMEs. The results suggest that entrepreneurial self-efficacy underpins a range of cognitive attributes associated with entrepreneurship, such as innovativeness, risk-taking, and creativity, and emerges as a significant predictor of enhanced business performance. The results indicated that entrepreneurs possessing elevated self-efficacy are adept at steering their enterprises towards profitability, irrespective of the competitive dynamics of the market they inhabit.

Ajuka et al. (2024) undertook a comprehensive analysis of manufacturing firms in Rivers State, concentrating on the assessment of their entrepreneurial self-efficacy and venture performance. The study identified government policy as the moderating variable, while self-efficacy was evaluated through metrics including accomplishment orientation, idea generation, and persistence. The metrics of venture performance encompassed financial results, market achievements, and operational efficiency. This investigation utilised a survey research methodology rooted in correlational analysis. The information obtained from the Manufacturers Association of Nigeria reveals that the study's demographic consists of 294 managerial personnel from 98 manufacturing firms situated in Rivers State. The study utilised the taro yamen sampling formula, incorporating a sample size of 170 participants. The analysis indicated that manufacturing firms in Rivers State that prioritise achievement are more inclined to attain success. Furthermore, enterprises that demonstrate resilience in the face of adversity are inherently better equipped for future achievements. Moreover, a significant relationship was observed between the formulation of concepts and the achievement of enterprises. The results suggest that production companies have the capacity to foster a growth-oriented mindset within their workforce by setting clear, attainable goals that align with the overarching mission and vision of the organisation.

Methodology

This study examined entrepreneurial self-efficacy and poultry enterprise performance in Rivers State, Nigeria. This study used cross-sectional data. Port Harcourt had 43 poultry enterprises. For the study, 86 people were randomly selected. The study examined the factors' relationships using the complete population. A questionnaire generated data. Every component was scored with five items. The variables' stability was assessed using Cronbach alpha. A 4-point Likert scale was used to evaluate the items: 1 for strongly disagreed, 2 for disagree, 3 for agree, and 4 for highly agreed. The Spearman rank order correlation coefficient assessed the hypotheses.

Results and Discussion

Of 86 copies of questionnaire issued, 82 (95%) were returned and used in the study. The hypotheses test was run at 95% confidence and 0.05 significance. The decision rule defines a rejection region where $p > 0.05$ implies null hypothesis acceptance and $p < 0.05$ suggests rejection.

Table 1: Relationship between achievement orientation and financial performance

Correlations			Achievement Orientation	Financial Performance
Spearman's rho	Achievement Orientation	Correlation Coefficient	1.000	.722**
		Sig. (2-tailed)	.	.000
		N	82	82
	Financial Performance	Correlation Coefficient	.722**	1.000
		Sig. (2-tailed)	.000	.
		N	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2025) – SPSS version 23 output extracts

Table 1 illustrates a significant correlation between accomplishment orientation and the financial performance of poultry firms, with $P = 0.05$ (0.000 0.05) and $\rho = 0.722$. The report indicates that achievement orientation influences the financial performance of poultry enterprises.

Table 2: Achievement Orientation and Non-Financial Performance

Correlations			Achievement Orientation	Non-Financial Performance
Spearman's rho	Achievement Orientation	Correlation Coefficient	1.000	.842**
		Sig. (2-tailed)	.	.000
		N	82	82
	Non-Financial Performance	Correlation Coefficient	.842**	1.000
		Sig. (2-tailed)	.000	.
		N	82	82

Non-Financial Performance	N	82	82
	Correlation	.842**	1.000
	Coefficient		
	Sig. (2-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2025) – SPSS version 23 output extracts

Table 2 presents a rho of 0.842 and a P-value of .000 (which is less than .05), indicating a significant and positive relationship between achievement orientation and non-financial performance. This demonstrates that the relationship between the two metrics is significant. Consequently, the alternative hypothesis is upheld while the null hypothesis is dismissed, as a significant correlation has been identified between achievement orientation and the non-financial performance of poultry enterprises.

Table 3 Resilience and Financial Performance

Correlations			
Spearman's rho	Resilience	Financial Performance	
		Resilience	Financial Performance
Financial Performance	Correlation	1.000	.927**
	Coefficient		
	Sig. (2-tailed)	.	.000
	N	82	82
	Correlation	.927**	1.000
Resilience	Coefficient		
	Sig. (2-tailed)	.000	.
	N	82	82
	Correlation		
	Coefficient		

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2025) – SPSS version 23 output extracts

Table 3 demonstrates a robust and affirmative correlation between resilience and financial performance, evidenced by a rho value of 0.927 and a P-value of .000, which is below the threshold of .05. This indicates a markedly significant relationship between the two variables. Consequently, it can be inferred that resilience is significantly correlated with the financial performance of poultry enterprises, leading to the acceptance of the alternate hypothesis and the rejection of the null hypothesis.

Table 4 Resilience and Non-Financial Performance

Correlations			
Spearman's rho	Resilience	Non-Financial Performance	
		Resilience	Non-Financial Performance
Non-Financial Performance	Correlation	1.000	.677**
	Coefficient		
	Sig. (2-tailed)	.	.000
	N	82	82
	Correlation	.677**	1.000
Resilience	Coefficient		
	Sig. (2-tailed)	.000	.
	N	82	82
	Correlation		
	Coefficient		

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2025) – SPSS version 23 output extracts

The data illustrated in Table 4 reveal a significant linear relationship between resilience and non-financial performance, evidenced by a P-value of .000 and a rho of .677. This illustrates that resilience enhances the non-financial performance of companies, prompting us to dismiss the null hypothesis and embrace the alternative hypothesis, which signifies a noteworthy correlation between resilience and the non-financial performance of poultry enterprises.

Discussion of Findings

A total of 86 questionnaires were distributed, yielding 82 responses. As a result of discrepancies, four were deemed invalid for the study. The research gathered 82 responses for examination. The study indicates that a heightened sense of entrepreneurial self-efficacy contributes positively to the performance of poultry ventures. This indicates that entrepreneurs possessing elevated self-confidence tend to achieve greater success both in financial and non-financial realms. The influence of entrepreneurial self-efficacy on risk-taking, perseverance, and opportunity recognition is significant, leading to enhanced entrepreneurial performance, as noted by Al Issa (2023). In a similar vein, Newman et al. (2019) discovered that entrepreneurial self-efficacy enhances company performance through the mechanisms of motivation, resilience, and resource mobilisation. The ramifications arise from the reality that the self-efficacy of a poultry business manager or owner significantly influences performance. The orientation towards achievement is linked to both financial and non-financial performance within the realm of poultry enterprises. This suggests that poultry business entrepreneurs with a strong drive for achievement are likely to adopt proactive strategies, pursue opportunities, and enhance efficiency in their operations, leading to greater growth in sales, profitability, and customer satisfaction. There is a stronger dedication to establishing and achieving ambitious objectives, which reflects in both financial and non-financial performance metrics, including customer loyalty, employee engagement, and operational effectiveness. In a similar vein, the findings indicated a notable connection between resilience and both financial and non-financial performance. Poultry business owners who demonstrate resilience can endure market fluctuations, disease outbreaks, and environmental challenges that are characteristic of the poultry industry in Rivers State. This enables them to recover from setbacks, sustain operations, and ensure continuity in business. Financially, resilience contributes to sustained profitability and stable revenue streams, while non-financially, it fosters innovation, adaptability, and trust among stakeholders.

Conclusion

The analysis of the data reveals that the study reaches the following conclusions regarding entrepreneurial self-efficacy and the performance of poultry firms in Rivers State, Nigeria. The examination uncovered a significant correlation between entrepreneurial self-efficacy and performance outcomes. This research illustrates that entrepreneurial self-efficacy acts as a significant predictor for both financial and non-financial performance within the poultry industry, which are essential indicators of the performance of the criterion variables. The findings indicate that the resilience and achievement orientation of poultry business managers and owners are significant predictors of the performance levels their businesses achieve.

This study highlights that poultry farmers who possess strong self-efficacy regarding their entrepreneurial skills are more likely to demonstrate resilience, innovation, and perseverance in their businesses. The success of poultry businesses is closely tied to the capacity of their owners and managers to make proactive decisions, maintain a positive outlook, and demonstrate resilience when confronted with challenges such as disease outbreaks, rising feed costs, and market volatility. Studies emphasise the importance for poultry business entrepreneurs to continually enhance their entrepreneurial skills and self-efficacy, as these factors are essential for ongoing growth, stability, and competitiveness. The discovery reveals that the performance of the poultry business is not solely improved by entrepreneurial self-efficacy; it also serves as a foundation for long-term survival and success in the industry.

Recommendation

This study has effectively assessed the relationship between entrepreneurial self-efficacy and the success of poultry businesses. We have formulated the subsequent recommendations derived from the findings and analysis of this study:

- i. It is essential for owners and managers of poultry businesses to foster a mindset geared towards achievement by establishing clear financial objectives, implementing strategic planning, and concentrating on quantifiable targets.
- ii. Poultry owners must cultivate a focus on achievement, as this is essential not only for maximising profits but also for ensuring customer satisfaction, enhancing product quality, and fostering employee development.
- iii. Poultry owners build resilience through ongoing training, effective networking, and sound risk management practices.
- iv. Leaders in the poultry industry enhance resilience through the adoption of flexible strategies, innovative thinking, and effective problem-solving methods.

References

Agarwal, R., Helfat, C. E., & Peteraf, M. A. (2009). Strategic renewal of organizations. *Organization Science*, 20(2), 281–293.

Ajuka, H. M., Letam, S. S., & Gbarakae, S. G. (2024). Entrepreneurial Self-Efficacy and Venture Success of Manufacturing Firms in Rivers State, Nigeria. *International Journal on Economics, Finance and Sustainable Development (IJEFSD)*, 6(3), 14-32.

Akpan, N. A., Udukeke, F. O., & Ukoima, E. F. (2024). Non-Financial performance indicators and long-term survival of small entrepreneurial start-ups In Akwa Ibom State. *Social Sciences and Management International Journal*, 5(1) 44-60.

Albert, D., Kreutzer, M., & Lechner, C. (2015). Resolving the paradox of interdependency and strategic renewal in activity systems. *Academy of Management Review*, 40(2), 210–234.

Al-Dhubaibi, A. A. S. (2025). Organizational Ambidexterity: How Balanced Scorecard (BSC) and Activity-Based Costing (ABC) Enable Exploration-Exploitation Synergy and Sustainable Performance. *Journal of Risk and Financial Management*, 18(9), 508.

Al Frijat, Y. S., & Elamer, A. A. (2025). Human capital efficiency, corporate sustainability, and performance: Evidence from emerging economies. *Corporate Social Responsibility and Environmental Management*, 32(2), 1457-1472.

Al Issa, H. E. (2022). Psychological capital for success: the mediating role of entrepreneurial persistence and risk-taking. *Journal of Entrepreneurship in Emerging Economies*, 14(4), 525-548.

Alhadid, A. Y. (2016). The relationship between leadership practices and organizational performance. *International Journal of Business Administration*, 7(3), 57-61.

Atkinson, A. (2012). *Management accounting*. Pearson Education.

Ayala, J. C., & Manzano, G. (2014). The resilience of the entrepreneur. *Influence on the success of the business. A longitudinal analysis*. *Journal of Economic Psychology*, 42, 126-135.

Bachnik, K., Misiaszek, T., & Day-Duro, E. (2023). Integrating corporate social challenge, learning and innovation in business education. *Journal of Business Research*, 159, 113700.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Bullough, A., & Renko, M. (2013). Entrepreneurial resilience during challenging times. *Business Horizons*, 56(3), 343-350.

Bullough, A., Renko, M., & Myatt, T. (2014). Danger zone entrepreneurs: The importance of resilience and self-efficacy for entrepreneurial intentions. *Entrepreneurship Theory and Practice*, 38(3), 473-499.

Caliendo, M., Kritikos, A. S., Rodriguez, D., & Stier, C. (2023). Self-efficacy and entrepreneurial performance of start-ups. *Small Business Economics*, 61(3), 1027-1051.

Camillus, J. C. (2008). Strategy as a wicked problem. *Harvard Business Review*, 86(5), 98-106.

Campos, K. P. (2025). Entrepreneurial Bricolage's Contingent Effect on Entrepreneurial Leadership and Sustainability Performance: Evidence from Small Firms in Davao Region, Philippines. *Review of Integrative Business and Economics Research*, 14(2), 152-165.

Crișan, E. L., Salanță, I. I., & Crișan, C. S. (2021). The nature of initial entrepreneurial ideas: Are entrepreneurial opportunities recognized or created?. *Managerial Challenges of the Contemporary Society. Proceedings*, 14(1), 52-57.

D'Aveni, R. A., Dagnino, G. B., & Smith, K. G. (2010). The age of temporary advantage. *Strategic Management Journal*, 31(13), 1371-1385.

Dias, Á. L., Silva, R., Patuleia, M., & González-Rodríguez, M. R. (2025). Entrepreneurial skills for new tourism firm creation in a turbulent context. In *Global Challenges and Uncertainty in Tourism and Hospitality, Volume II: Marketing Advancements and Value Creation* (pp. 81-109). Cham: Springer Nature Switzerland.

Edwin, S. F., Ali, J. K., & Mohamed Noor, N. (2021). Entrepreneurs' personality traits and business performance: A conceptual framework. *Advances in Business Research International Journal (ABRIJ)*, 7(3), 56-64.

Esteves, J., de Haro Rodríguez, G., Ballestar, M. T., & Sainz, J. (2024). Gender and generational cohort impact on entrepreneurs' emotional intelligence and transformational leadership. *International Entrepreneurship and Management Journal*, 20(2), 1295-1322.

Fahy, J. (2000). The resource-based view of the firm: Some stumbling-blocks on the road to understanding sustainable competitive advantage. *Journal of European Industrial Training*, 24(2/3/4), 94-104.

Fisher, R., Maritz, A., & Lobo, A. (2016). Does individual resilience influence entrepreneurial success? *Academy of Entrepreneurship Journal*, 22(2), 39-53.

Flier, B., Van Den Bosch, F. A., & Volberda, H. W. (2003). Co-evolution in strategic renewal behaviour of British, Dutch and French financial incumbents. *Journal of Management Studies*, 40(8), 2163-2187.

Hossain, M. S. (2023). *A Study on the Effect of Entrepreneurial Failure on Resilience, Entrepreneurial Passion, and Entrepreneurial Self-efficacy* (Doctoral dissertation, Toronto Metropolitan University).

Huff, A. S., Huff, J. O., & Thomas, H. (1992). Strategic renewal and the interaction of cumulative stress and inertia. *Strategic Management Journal*, 13(S1), 55–75.

Kakeesh, D. F., Al-Weshah, G. A., & Alalwan, A. A. (2024). Entrepreneurial marketing and business performance in SMEs: the mediating role of competitive aggressiveness. *Journal of Marketing Analytics*, 1-24.

Katsande, I. K. (2023). *Towards a Risk Attitude Mediated Framework for Corporate Governance and Firm Performance: Recognising the Role of Unbounded Irrationality in Decision-Making* (Doctoral dissertation, University of South Africa (South Africa)).

Korber, S., & McNaughton, R. B. (2018). Resilience and entrepreneurship: A systematic literature review. *International Journal of Entrepreneurial Behavior & Research*, 24(7), 1129–1154.

Lebas, M. J. (1995). Performance measurement and performance management. *International Journal of Production Economics*, 41(1–3), 23–35.

Leppänen, P., George, G., & Alexy, O. (2023). When do novel business models lead to high performance? A configurational approach to value drivers, competitive strategy, and firm environment. *Academy of management journal*, 66(1), 164-194.

Lestari, W., Lindiawati, A. S. U., & Permana, D. B. (2023). The mediating and moderating effect on smes' performance: does religiosity matter?. *El Dinar: Jurnal Keuangan Dan Perbankan Syariah*, 11(2), 190-208.

Liñán, F., & Santos, F. J. (2007). Does social capital affect entrepreneurial intentions? *International Advances in Economic Research*, 13(4), 443–453.

Maalismaa, E. (2022). *Entrepreneurial risk and resilience* (Master's thesis, E. Maalismaa).

Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121–146.

Newman, A., Obschonka, M., Schwarz, S., Cohen, M., & Nielsen, I. (2019). Entrepreneurial self-efficacy: A systematic review of the literature on its theoretical foundations, measurement, antecedents, and outcomes, and an agenda for future research. *Journal of Vocational Behavior*, 110, 403–419.

Njihia, J. M., Muathe, S. M. A., & Muchiri, M. N. (2013). Effect of system automation on firm performance. *European Journal of Business and Management*, 5(9), 28–34.

Nkosi, E. (2011). The impact of entrepreneurial orientation on the performance of information and communication technology firms in South Africa. *Journal of Contemporary Management*, 8(1), 52–72.

Obiakonwa, S., Nnabuife, E. K., & Titus, O. (2021). Linking business transformation conceptualization to performance theory and implications for commercial bank in Nigeria. *Nnadiebube Journal of Education in Africa*, 6(1) 73-125.

Omran, M., Khallaf, A., Gleason, K., & Tahat, Y. (2021). Non-financial performance measures disclosure, quality strategy, and organizational financial performance: a mediating model. *Total Quality Management & Business Excellence*, 32(5-6), 652-675.

Omar, T., & Zineb, A. (2019). Performance measurement and management: Literature review. *International Journal of Research in Business and Social Science*, 8(6), 114–123.

Omoyele, O. S., Babarinde, S. A., & Obadare, G. O. (2023). Entrepreneurial self-efficacy and small and medium enterprises performance in Nigeria. *Polac International Journal Of Economic And Management Science (PIJEMS)* 9(2), 2756-4428.

Oyeku, O., Oduyoye, O., Kabouh, M., Elemo, G., Karimu, F., & Akindou, A. (2014). On Entrepreneurial Self Efficacy and Entrepreneurial Success: A conceptual and theoretical framework. *European Journal of Business and management*, 6(26), 95-106.

Raduan, N. A. (2021). *The Structural Relationship Among Entrepreneurial Learning, Environmental Support, Self-Efficacy, Orientation and Entrepreneurial Intention of Level 4 TVET Students in Brunei Darussalam Qualification Framework* (Doctoral dissertation, 서울대학교 대학원).

Ruiz-Dotras, E., & Lladós-Masllorens, J. (2022). Entrepreneurial self-efficacy and financial and calculation skills can shape different profiles of venture intentions. *The Journal of Entrepreneurship*, 31(1), 153-183.

Segal, S., Mikulincer, M., Hershkovitz, L., Meir, Y., Nagar, T., & Maaravi, Y. (2023). A secure base for entrepreneurship: attachment orientations and entrepreneurial tendencies. *Behavioral Sciences*, 13(1), 61-73.

Shanak, H. S. H., & Abu-Alhaija, A. S. (2023). Does market performance mediates the nexus between production performance and financial performance in manufacturing companies?. *Journal of Islamic Marketing*, 14(10), 2531-2549.

Shepherd, D. A., & Williams, T. A. (2023). Different response paths to organizational resilience. *Small Business Economics*, 61(1), 23-58.

Shirokova, G., Bystrov, A., Vlasova, V., & Morris, M. H. (2025). Business model innovation and SME performance and performance variability: The role of CEO persistence. *Journal of Small Business Management*, 63(5), 2386-2421.

Tanriverdi, H., Rai, A., & Venkatraman, N. (2010). Research commentary — reframing the dominant quests of information systems strategy research for complex adaptive business systems. *Information Systems Research*, 21(4), 822-834.

Victoria, B. (2020). *Business performance and organizational success*. International Journal of Business Research, 20(2), 45–58.

Waggoner, D. B., Neely, A. D., & Kennerley, M. (1999). The forces that shape organisational performance measurement systems: An interdisciplinary review. *International Journal of Production Economics*, 60–61(1), 53–60.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.

Williams, T. A., & Shepherd, D. A. (2016). Building resilience or providing sustenance? Different paths of emergent ventures in the aftermath of the Haiti earthquake. *Academy of Management Journal*, 59(6), 2069–2102.

Zhao, H., Li, J., Gao, W., & Weng, Q. (2023). Why and when does person-entrepreneurship misfit promote entrepreneurial exit intention? A conservation of resources perspective. *Current Psychology*, 42(23), 19752-19766.