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Strategic Thinking competences as a Correlate of OKOBI-Spirited Farming in Owerri Communities, Imo State, Nigeria

Kenneth Chukwudi NJOKU¹, Emmanuel Ezenwa UZODIMMA¹, Jude Chukwunyere IWUOHA^{1*}

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ABSTRACT

The One Kindred One Business Initiative (OKOBI), which is an innovative business philosophy of the Hope Uzodimma-led Imo State Government, has unarguably created a lot of research gaps that call for sustainability and goal-oriented research. This study investigates strategic thinking competences and OKOBI-spirited farming in Owerri communities. The objectives of the study are to investigate the level of correlation between creative thinking and OKOBI-spirited fish farming; assess the level of correlation between creative thinking and OKOBI-spirited pig farming; evaluate the level of correlation between relational thinking and OKOBI-spirited fish farming; and ascertain the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities. Four research questions and four hypotheses guide the study. It adopts the survey research design. A structured questionnaire was the major instrument for data collection. It employs the Cronbach Alpha statistic to obtain the value of 0.83 as the instrument reliability ratio. The research commits data analysis to descriptive and inferential statistics for data analysis. It finds a positive and significant level of correlation between creative thinking and OKOBI-spirited fish farming; creative thinking and OKOBI-spirited pig farming; relational thinking and OKOBI-spirited fish farming; relational thinking and OKOBI-spirited pig farming in Owerri communities. The study concludes that strategic thinking competences are correlates of OKOBI-spirited farming in Owerri communities. It recommends that management of OKOBI-spirited farms in Owerri communities should always think outside the box in sustainably managing their farms.

INTRODUCTION

Over the years, enterprises that yearn for survival and sustainability strive to articulate and develop competences that may enable them achieve their corporate outcomes. Top among the contemporary competencies sought by 21st-century businesses include strategic thinking competencies. Wilson, (2025) sees strategic thinking as a very keystone for intentional as well as rational thought processes which are vital for handling the complexities of enterprises, team dynamics and individual endeavour. This implies that strategic thinking entails the proactive and creative as well as system-oriented process that is cognitive in nature but available to both managers and other leaders for analyzing complex situations; for anticipating future outcomes and for making informed decisions for the achievement of long-term corporate goals and for securing competitive advantage. This accounts for the reason why Njoku, (2025) opines that strategic thinking is the process in which various factors and variables are considered in line with one's core objectives so as to develop action plans that are crystal clear.

There are various strategic thinking competences including creative thinking, practical thinking, relational thinking (Njoku, 2025), strategic leadership, leadership innovation (Olasehinde *et al.*, 2025). Others are strategic intelligence, innovative thinking (Ovivi & Ayasal, 2025), foresight, system thinking (Ogaji & Goni,

2025), focused intent, intelligent opportunism, thinking in time (Dahiru, 2025). All these show that strategic thinking competences are various indices of strategic thinking.

In the context of this study however, the term strategic thinking competences is the use of creative thinking and relational thinking to enhance One Kindred One Business Initiative-spirited (OKOBI-spirited) farming in Owerri communities. Creative thinking focuses on solving problems by developing innovative solutions. Usoro & Brownson, (2024) believe that creative thinking involves solving problems through the force of imagination and the force of reasoning. It entails coming up with original solutions, solutions that are unique and innovative. Creative thinking is so essential that it is very relevant for business decision making (Wegwu, 2024).

Another strategic thinking competence which this study examines is relational thinking. Njoku, (2025) maintains that relational thinking anchors on the need for collaboration and relationship building with stakeholders. It emphasizes paying attention to others' perspectives so as to work together to meet targets. Interpersonal relationships are important for making strategic choices hence people while interacting with each other must influence each other. In relational thinking, synergy is enhanced and sound human relations is made manifest. This is why Thornton & Hill, (2023) describe human relations as the interactions that exist in corporate

¹ University of Agriculture and Environmental Sciences(UAES), Umuagwo, Imo State, Nigeria.

* Corresponding author's e-mail: jivuoahac@gmail.com

settings. Also, they are essential for the success of the organization (Günthner, 2023). Relational thinking encompasses emotional intelligence – the ability one has to understand and manage one’s emotions as well as the emotions of others (Keiling, 2025). In emotional intelligence, one recognizes, understands and manages one’s own emotions and influence those of others. It has dimensions like self-awareness, motivation, self-regulation, social skills and empathy.

Strategic thinking competences may influence OKOBI-spirited farming in Owerri communities. Ikiebey, (2025) describes OKOBI as a socio-economic philosophy for the sustainable development of Imo State. It epitomizes the Government’s Kindred Economic Empowerment Paradigm (KEEP) of grassroot development, rooted in ‘umunnamonics’ philosophy. The OKOBI programme fosters sustainable entrepreneurship by incentivizing each extended family unit or ‘kindred’ to establish one communally-owned enterprise aligned with their indigenous interests, passions, capabilities and resources. The kindred wholly lead and controls the business and OKOBI furnishes wider socioeconomic benefits aside the transformation of lives within local communities. Ikiebey (2025) states that OKOBI mobilizes these tight-knit ‘umunna’ relationships through inclusive financing, training and a platform to jointly own and run micro, small and medium enterprises (MSMEs) on a sustainable training and capacity building programmes in areas like entrepreneurship, agriculture and environmental sustainability. Historically, the Imo State Government started the OKOBI programme in the year 2022 and the Initiative formally kicked off as an economic philosophy early 2023. Around August 2024, the programme became mandatory for all 655 autonomous communities in the State, it is spearheaded by Professor Kenneth Amaeshi, the Chief Economic Adviser to the Imo State Government and who doubles as Chair in Sustainable Finance and Governance at European University Institute (Kenneth Amaeshi, 2024).

In the context of this study, OKOBI-spirited farming is the ability Owerri-based fish and pig farmers have to inculcate the philosophy and principles of OKOBI in their agro practices. Kindred in this context is not necessarily traditional kindreds but any enterprising group of people that come up with a particular business interest and make it come to fruition. That is the OKOBI spirit. Such enterprising groups are kindreds and they can be clubs, colleagues, family members, traditional kinsmen, church groups, etc.

This study focuses on fish farming and pig farming. Fish farming, otherwise called aquaculture, is an agricultural practice in which certain selected fish species are reared in enclosed water bodies like streams, ponds, and rivers based on scientifically-controlled conditions, and the fish are fed, grown, bred, and/or consumed. This agrees with the views of Adamu & Kawugara, (2025) who posit that fish farming entails raising fish in commercial quantities in tanks or other enclosures.

They reveal that fish farming boosts household income; it increases food security and it is a creator of direct as well as indirect job opportunities. There are technologies or innovations useful for fish farming, including recirculating aquaculture systems (RAS), which can reuse as high as 99% of water, sophisticated biological and mechanical filtration systems for waste removal, as well as advanced monitoring technologies that track water quality parameters continuously. There are also precision feeding technologies for waste reduction, water treatment solutions for maintaining optimal conditions and energy-efficient pumps and systems which are powered by renewable sources. The innovations are sound for creating farming environments which reduce ecological footprints and maximize fish health and fish growth (Finnforel, 2025).

Also, pig farming entails the agro practice of commercially raising domestic pigs for pork, for fats and indeed for other by-products. Onyekuru *et al.*, (2020) opine that the animal, pig, is monogastric and it has enormous potentials which makes the piggery ventures highly profitable and lucrative with capabilities to deal with hunger and poverty in the land. Edo *et al.*, (2021) assert that in Imo State, pig farming breeds bad odour and it is associated with inappropriate dung disposal, animal noise and loss of friends by families. Strategic thinking may give room for use of technologies that could be helpful for pig farming including AI-powered monitoring for health and behavior, feeding and watering systems that are automated plus environmental controls that are advanced. Others include the use of sensors and the use of cameras for the purpose of weight and activity training, automated cleaning robots, systems for waste management and production of energy from manure. Indeed, applying artificial insemination in swine breeding activities is a major priority for producers who seek to boost reproductive breeding as well as reproductive efficiency (Pokharel & Sharma, 2025).

This study on strategic thinking competences as correlates of OKOBI-spirited farming in Owerri communities is geared towards investigating how farmers employ creative thinking and relational thinking in their fish farming and pig farming activities. This is with a view to bridging research gaps and contributing to knowledge.

Statement of the Problem

The researchers have observed that many farms in Owerri communities are yet to employ strategic thinking competences for sound OKOBI-spirited fish farming and OKOBI-spirited piggery farming – a situation that has the capacity to adversely influence these kinds of farming with a view to weakening the OKOBI spirit and ideology in Owerri. It is ideal that any agro-based endeavour that desires to have resounding outcomes in a fiercely competitive business environment does everything within its powers to inculcate strategic thinking competences in its operations for the purposes

of survival and sustainability. However, it is worrisome that many agro enterprises especially OKOBI-spirited fish and piggery farms in Owerri communities seem to find it difficult to embrace strategic thinking competences of creative thinking and relational thinking hence some of them have been observed by the researchers to have taken no serious and significant steps to turn over new leaves. This has the capacity to weaken the ability of the enterprises to have sustainable farms that may continue to exist in the spirit of the One Kindred One Business Initiative (OKOBI) of the Distinguished Senator Hope Uzodimma-led Imo State Government. This situation exposes the farms to sudden collapse. Indeed, the researchers also discovered wide research gaps in the area of strategic thinking hence the empirical studies accessed by the researchers did not assess how creative thinking influenced OKOBI-spirited fish farming and OKOBI-spirited pig farming in Owerri communities. The accessed studies did not also assess the correlation between relational thinking and OKOBI-spirited fish farming and OKOBI-spirited pig farming in Owerri communities. This study bridges these research gaps with a view to contributing to knowledge.

Objectives of the Study

The main objective of this study is to investigate strategic thinking competences as correlates of OKOBI-spirited farming in Owerri communities. The study specifically intends to:

- i. investigate the level of correlation between creative thinking and OKOBI-spirited fish farming.
- ii. assess the level of correlation between creative thinking and OKOBI-spirited pig farming.
- iii. evaluate the level of correlation between relational thinking and OKOBI-spirited fish farming.
- iv. ascertain the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities.

Research Questions

Based on the objectives of the study, the researchers developed the following research questions:

- i. What is the level of correlation between creative thinking and OKOBI-spirited fish farming in Owerri communities?
- ii. To what extent does creative thinking correlate with OKOBI-spirited pig farming in Owerri communities?
- iii. How does relational thinking correlate with OKOBI-spirited fish farming in Owerri communities?
- iv. What is the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities?

Hypotheses

In alignment with the research questions, the researchers developed the following null hypotheses:

H01: There is no significant level of correlation between creative thinking and OKOBI-spirited fish farming in

Owerri communities.

H02: There is no significant extent to which creative thinking correlates with OKOBI-spirited pig farming in Owerri communities.

H03: There is no significant level of correlation between relational thinking and OKOBI-spirited fish farming in Owerri communities.

H04: There is no significant level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities.

Objectives of the Study

Geographically, the study focuses on Owerri Senatorial Zone, Imo State. The content scope examines the relationships between creative thinking and OKOBI-spirited fish farming, creative thinking and OKOBI-spirited pig farming, and relational thinking and OKOBI-spirited fish farming and OKOBI-spirited pig farming in the Owerri Senatorial Zone. The unit scope comprises of the Chief Executives of the study enterprises. This is in agreement with the objectives of the study.

Theoretical Underpinning

Resource-based View (Rbv) Theory (1986)

Ogaji & Goni, (2025) opined that the RBV is the work of Barney who developed it in the year 1986. It emphasizes the importance of an organization's internal resources and the firm's capabilities in the aspect of having competitive advantage. The theory supposes that enterprises have the capacity to gain such advantage if they develop and leverage on resources that are valuable, that are rare and inimitable and even non-substitutable. The RBV insists that firms should assess their own internal strengths rather than relying on external market conditions. Since organizations are seen as the collection of physical and both human and corporate resources, the theory posits that valuable resources, rare resources, resources that are imperfectly imitable and resources that are imperfectly substitutable constitute the core sources of advantages that are sustainably competitive thereby contributing to superior and high-level performance.

Indeed, the theory pays attention to the relevance of difficult-to-imitate corporate attributes as such is the source of superior performance. Such attributes remain typically unique for an organization; they are not easily transferred. In addition, they may require significant learning if not cultural changes should one attempt to replicate them. This suggests that variations in corporate performance among enterprises can be a function of the possession of such unique inputs as well as unique capabilities. Ogaji and Goni (2025) therefore maintained that Barney's RBV emphasizes that it is with valuable resources that enterprises can implement those strategies which beef efficiency and corporate effectiveness thereby positively influencing sales, cost reduction and margin increases.

The theory becomes relevant to this present study as

creative strategic thinking requires internal innovative abilities of corporate human resources management. Also, the relational strategic thinking competences showcase the abilities of the human resources to demonstrate their human relations skills in effectively navigating hurdles and human factors that may affect business performance.

Literature REVIEW

Njoku (2025) investigated 'strategic thinking and the formation of future leaders in Nigerian Naval institutions with a focus on Accounts, Budget and allied naval offices. The objectives of the research include to determine the link between analytical strategic thinking and future leadership in Nigerian naval institutions; and to investigate the connection between creative strategic thinking and future leadership in Nigerian naval institutions in Nigerian naval institutions. The study employed the extant literature method. It finds that analytical strategic thinking is essential for future leadership in Nigerian naval institutions; and there is a formidable connection between creative strategic thinking and future leadership in Nigerian naval institutions. The paper concludes that any naval institution that relegates strategic thinking to the background risks weak leadership in the future. It recommends among others that the Nigerian Navy needs to ensure that future leaders in its institutions demonstrate analytical thinking by being evidential and logical in their financial and allied dealings in the organizations.

Kamau *et al.*, (2025) investigated how strategic thinking impacts the performance of quoted agribusiness companies in Nairobi, Kenya. Their study employs the survey research method. It commits data analysis to Cronbach's Alpha, Karl Pearson's correlation coefficient, regression analysis, mean and standard deviation. The study finds that the firms practice strategic thinking to a large extent; strategic thinking is mainly practiced in the agribusiness companies listed at the NSE. It recommends that policy makers should create clear regulatory frameworks that promote fair competition, support integration in the value chain and address sectoral challenges like resource constraints and market volatility.

Dhahi, (2025) evaluated the effect of strategic thinking patterns on levels of organizational conflict by mediating employee job satisfaction: an analytical study of the opinions of a sample of employees at Thi Qar University. The objectives of the study include to determine the nexus between strategic thinking patterns and levels of organizational conflict as well as the link between strategic thinking patterns and job satisfaction. It was survey research. Descriptive statistical analytical method was employed as data analysis was committed to arithmetic mean, standard deviation and correlation. The study finds a positive and significant relationship between strategic thinking patterns and levels of organizational conflict; and a significant level of

correlation between strategic thinking patterns and job satisfaction. The paper concludes that strategic thinking patterns and job satisfaction positively influence levels of organizational conflict. It recommends the need to train employees on strategic thinking patterns so as to improve their abilities to deal with conflicts in more effective ways.

Olasehinde *et al.*, (2025) assessed strategic leadership and its effect on innovation and performance in Nigerian industries. The objectives of the study include to examine the relationship between strategic thinking and leadership innovation for enhanced organizational performance; and to evaluate the effect of leadership innovation on performance. The survey research design was adopted in the study. Data analysis was committed to descriptive statistics. The findings show a positive and significant relationship between strategic thinking and leadership innovation, and between leadership innovation and performance. The study concludes that fostering strategic thinking, promoting innovation, ensuring adequate resource allocation are important for optimizing leadership impact. It recommends that organizations should focus on innovation-driven culture.

Ovivi & Ayasal, (2025) investigated strategic thinking and the implementation of business intelligence system of Coca-Cola Plc, Abuja, Nigeria. the study objectives include to find the relationship between system thinking and strategic intelligence; assess the relationship between critical thinking and competitive intelligence; and evaluate the nexus between innovative thinking and technological intelligence. The survey research method was used in the study. Data were analyzed with descriptive statistics and Partial Least Square-Structural Equation Model (PLS-SEM). The findings show a significant and positive relationship between system thinking and strategic intelligence; critical thinking and competitive intelligence; innovative thinking and technological intelligence in Coca-Cola Nigeria Plc., Abuja. It concludes that strategic thinking drives the implementation of business intelligence system in the enterprise. The study recommends that management needs to strengthen strategic thinking practices to achieve organizational objectives.

Aribatise *et al.*, (2025) assessed strategic thinking, monetary policy rate and corporate performance of Deposit Money Banks in Nigeria. The objectives of the study include to ascertain how strategic thinking influences profitability and how monetary policy rate influences return on assets. It was ex-post-facto research. Data analysis was done with Generalized Method of Moments (GMM). The study finds that strategic thinking positively drives profitability and that monetary policy rate negatively affects return on assets of bank profitability. The paper concludes that strategic thinking and monetary policy rate were drivers of corporate performance. It recommends that Nigerian banks need to strengthen strategic thinking capabilities to sustain

profitability under volatile monetary conditions.

Ogaji & Goni, (2025) examined the effect of strategic intelligence on performance of selected manufacturing firms in North East, Nigeria. The objectives of the study include to determine the relationship between foresight and performance as well as to investigate the nexus between system thinking and performance of the manufacturing firms. It was a survey research. The PLS-SEM statistic was used in handling data analysis. It was found that a positive and significant relationship exists between foresight and business performance. Also, there exists a positive and significant relationship between system thinking and business performance. The study concludes that strategic intelligence is necessary for corporate performance. It recommends training for employees on foresight methodologies and tools.

Dahiru, (2025) evaluated strategic thinking and organizational performance of selected Pension Fund Administrators in Nigeria. The objectives include to determine how each of focused intent, intelligent opportunism, thinking in time, system perspective and hypothesis driven influence organizational performance. It was a survey research. Multiple regressions and Ordinary Least Square (OLS) were used for data analysis. While intelligent opportunism and hypothesis driven have positive and significant relationship with organizational performance, indices like focused intent, thinking in time, and system perspective showed negative relationship with organizational performance. The paper recommends for management to focus on long term market and competitors.

Iwuoha *et al.*, (2025) explored 'combating unemployment and youth criminality in Ala Igbo using akuruoulo principle: A focus on Imo State OKOBI'. The objectives of the study were to examine the relationship between OKOBI-akuruoulo principle and reduction of unemployment in Ala Igbo as well as determine the relationship between OKOBI-akuruoulo principle and youth criminality in Ala Igbo. It was a survey research. Data analysis was committed to descriptive statistics. The findings show a positive and significant relationship between OKOBI-akuruoulo principle and reduction of unemployment in Ala Igbo as well as a positive and significant link between OKOBI-akuruoulo principle and youth criminality in Ala Igbo. The study concludes that OKOBI-akuruoulo principle effectively addresses unemployment and youth criminality in Ala Igbo. It recommends addressing limited access to capital and business training.

Azouza & Masaud, (2023) examined how strategic planning affects quality control in the iron and steel industry in developing countries. Using a quantitative approach, data were collected from 384 employees of the Libyan Iron and Steel Company and analysed through Structural Equation Modelling (SEM). The findings show a strong and statistically significant positive relationship between strategic planning and effective quality control, highlighting strategic planning as a key

driver of competitiveness and sustainability.

Quintos, (2024) studied how technology can be effectively integrated into the school curriculum, using a quantitative descriptive design to survey 30 public secondary school teachers selected through convenience sampling. Drawing on adapted instruments from prior studies, the findings show that technology integration has significant positive effects on teaching practices, teacher satisfaction and commitment, acceptance of technology, and student engagement, despite challenges such as limited resources, insufficient training, and digital equity concerns. Based on these results, the study proposes an intervention framework centered on teacher development, curriculum support, resource provision, and equity-focused strategies to guide effective implementation.

Decena *et al.*, (2024) studied how hope shapes the link between academic stress and coping among college students during COVID-19, using a descriptive correlational design and moderated regression analysis. Drawing on data from 305 students aged 18–22 in a higher education institution in Region III, the findings show that hope significantly moderates the relationship between academic stress and coping, although none of its individual dimensions had a distinct effect. Overall, the results highlight hope as an important psychological buffer during the pandemic and point to the need for broader, non-educational contexts and deeper exploration of hope's agency and pathways in future research.

Gap Identified in Literature

The literature accessed by the researcher failed to assess the nexus between creative thinking and OKOBI-spirited fish farming, creative thinking and OKOBI-spirited pig farming, relational thinking and OKOBI-spirited fish farming, as well as relational thinking and OKOBI-spirited pig farming in Owerri communities. This study to bridges these gaps.

MATERILAS AND METHODOS

The work adopts the survey research method. The population of the study comprises of the Chief Executives of four (4) OKOBI-spirited farms in each of the nine (9) Local Government Areas in Owerri Senatorial Zone. The companies were purposively chosen in consideration of convenience and security. The total population of the study is thirty-six (36). The study samples the whole population size because it is small. It is a census. Therefore, thirty-six copies of the research instrument (structured questionnaire) were administered to the respondents in the study farms. The data sources are the primary and secondary sources. Though the questionnaire instrument was the major instrument for data collection in the study, the researchers used journals, texts and internet sources for secondary data. The researchers determined the validity of the instrument by showing the research instrument

to various research experts for their useful inputs (face validity). They also ensured that the research concentrated on the study objectives (content validity). Uzodimma *et al.*, (2025) believe that it is germane and appropriate that a study questionnaire agrees with study objectives. The reliability ratio of the instrument was done with the use of pilot study whose results were committed to Cronbach alpha statistic. A ratio of 0.83 was obtained. The instrument was therefore 83% reliable. The study employs the descriptive statistics of mean scores and standard deviation for data analysis. It uses Spearman rank correlation coefficient to test hypotheses. A study by Iwuoha *et al.*, (2025) showcases the relevance of mean

score and correlations to survey research. Also, in this study, the rejection of null hypothesis is based on $P < 0.05$.

RESULTS AND DISCUSSIONS

Out of the thirty-six (36) questionnaire copies distributed to the respondents, only 28 copies were properly filled and returned. This means 77.8% return.

Research Question 1:

What is the level of correlation between creative thinking and OKOBI-spirited fish farming in Owerri communities?

The Table 1 above presents data from responses by the

Table 1: Respondents’ responses on the level of correlation between creative thinking and OKOBI-spirited fish farming in Owerri communities

Q/N	Item	SA	A	UN	D	SD	N	Mean	S t d . Dev.
1	Creative thinking enables OKOBI-spirited fish farmers to embrace green innovations for quality outputs.	12	10	3	1	2	28	4.04	0.804
2	With creative thinking OKOBI-spirited fish farmers plan effectively for the inculcation of Artificial Intelligence in their operations.	11	10	4	2	1	28	4.00	0.738

Field Survey (2025)

respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the level of correlation between creative thinking and OKOBI-spirited fish farming in Owerri communities. The results further show that the respondents agreed to the facts that creative thinking enables OKOBI-spirited fish farmers to embrace green innovations for quality outputs ($\bar{x} \pm S.D$ of 4.04 ± 0.804); with creative thinking

OKOBI-spirited fish farmers plan effectively for the inculcation of Artificial Intelligence in their operations (with a $\bar{x} \pm S.D$ of 4.00 ± 0.738).

Research Question 2:

To what extent does creative thinking correlate with OKOBI-spirited pig farming in Owerri communities?

The Table 2 above presents data from responses by

Table 2: Respondents’ responses on the level of correlation between creative thinking and OKOBI-spirited piggery farming in Owerri communities

Q/N	Item	SA	A	UN	D	SD	N	Mean	S t d . Dev.
3	Creative thinking enables OKOBI-spirited pig farmers to introduce technologies to guarantee sanitation in the farms so as to avoid environmental pollution.	15	7	2	1	3	28	4.07	0.914
4	Creative thinking is the tool for effective ranching arrangements among OKOBI-spirited pig farmers in Owerri communities.	14	9	2	1	2	28	4.14	0.907

Field Survey (2025)

respondents on the level of correlation between creative thinking and OKOBI-spirited pig farming in Owerri communities. The results show that majority of the respondents affirmed to the statements. There is a high-level agreement by the respondents on the opinion that creative thinking enables OKOBI-spirited pig farmers to introduce technologies to guarantee sanitation in the farms so as to avoid environmental pollution as the result accounted for a mean of 4.07 and a standard deviation of 0.914. The result has indicated that the

majority of the respondents agreed to the item statement that creative thinking is the tool for effective ranching arrangements among OKOBI-spirited pig farmers in Owerri communities (with a $\bar{x} \pm S.D$ of 4.14 ± 0.907).

Research Question 3:

How does relational thinking correlate with OKOBI-spirited fish farming in Owerri communities?

The Table 3 above presents data from responses

Table 3: Respondents’ responses on the level of correlation between relational thinking and OKOBI-spirited fish farming in Owerri communities

Q/N	Item	SA	A	UN	D	SD	N	Mean	S t d . Dev.
5	With relational thinking, OKOBI-spirited fish farmers develop sound human relations for effective business performance.	13	9	3	1	2	28	4.07	0.827
6	It is with the instrument of relational thinking that fish farmers offer after-sales services to their clients.	14	7	5	1	1	28	4.14	0.857

Field Survey (2025)

by respondents on the level of correlation between relational thinking and OKOBI-spirited fish farming in Owerri communities. The results show that majority of the respondents affirmed to the statements. There is a high-level agreement by the respondents on the opinion that with relational thinking, OKOBI-spirited fish farmers develop sound human relations for effective business performance as the result accounted for a mean of 4.07 and a standard deviation of 0.882. The result has indicated that the majority of the respondents agreed

to the item statement that it is with the instrument of relational thinking that fish farmers offer after-sales services to their clients (with a $\bar{x} \pm S.D$ of 4.14 ± 0.769).

Research Question 4:

What is the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities?

The Table 4 above presents data from responses

Table 4: Respondents’ responses on the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities

Q/N	Item	SA	A	UN	D	SD	N	Mean	S t d . Dev.
7	Relational thinking drives a strong cooperation between pig farmers and host communities over security of the farms.	13	8	2	1	4	28	3.89	0.788
8.	It is with the tool of relational thinking that pig farmers work together with veterinary doctors for the sound health of pigs in the farm.	9	14	3	1	1	28	4.04	0.914

Field Survey (2025)

by respondents on the level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities. The results show that majority of the respondents affirmed to the statements. There is a high-level agreement by the respondents on the opinion that relational thinking drives a strong cooperation between pig farmers and host communities over security of the farms as the result accounted for a mean of 3.89 and a standard deviation of 0.788. The result has also indicated that the majority of the respondents agreed to

the item statement that it is with the tool of relational thinking that pig farmers work together with veterinary doctors for the sound health of pigs in the farm (with a $\bar{x} \pm S.D$ of 4.04 ± 0.914).

Testing of Hypotheses

H01: There is no significant level of correlation between creative thinking and OKOBI-spirited fish farming in Owerri communities.

The above table shows the correlation analysis between

Table 5: Correlation analysis between creative thinking and OKOBI-spirited fish farming in Owerri communities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Creative thinking	4.04	0.804	0.982	0.001
OKOBI-spirited fish farming	4.00	0.738		

SPSS Correlation Analysis Output (2025).

creative thinking and OKOBI-spirited fish farming in Owerri communities. The result shows a p-value of 0.001. It also shows a correlation coefficient of 0.982. The result shows a p-value less than 0.05 being the level of significance. This implies the rejection of the null

hypothesis and acceptance of the alternative hypothesis. Accordingly, the correlation coefficient between creative thinking and OKOBI-spirited fish farming in Owerri communities is statistically significant. And so, there is a significant level of correlation between creative

thinking and OKOBI-spirited fish farming in Owerri communities.

H02: There is no significant extent to which creative

thinking correlates with OKOBI-spirited pig farming in Owerri communities.

The above table shows the correlation analysis between

Table 6: Correlation analysis between creative thinking and OKOBI-spirited pig farming in Owerri communities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Creative thinking	4.07	0.914	0.977	0.001
OKOBI-spirited pig farming	4.14	0.907		

SPSS Correlation Analysis Output (2025).

creative thinking and OKOBI-spirited pig farming in Owerri communities. The result shows a p-value of 0.001. It also shows a correlation coefficient of 0.977. The result shows a p-value less than 0.05 being the level of significance. This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis. Accordingly, the correlation coefficient between creative thinking and OKOBI-spirited pig farming in

Owerri communities is statistically significant. And so, there is a significant extent to which creative thinking correlates with OKOBI-spirited pig farming in Owerri communities.

H03: There is no significant level of correlation between relational thinking and OKOBI-spirited fish farming in Owerri communities.

The above table shows the correlation analysis between

Table 7: Correlation analysis between relational thinking and OKOBI-spirited fish farming in Owerri communities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Relational thinking	4.07	0.827	0.956	0.001
OKOBI-spirited fish farming	4.14	0.857		

SPSS Correlation Analysis Output (2025).

relational thinking and OKOBI-spirited fish farming in Owerri communities. The result shows a p-value of 0.001. It also shows a correlation coefficient of 0.956. The result shows a p-value less than 0.05 being the level of significance. This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis. Accordingly, the correlation coefficient between relational thinking and OKOBI-spirited fish farming

in Owerri communities is statistically significant. And so, there is a significant level of correlation between relational thinking and OKOBI-spirited fish farming in Owerri communities.

H04: There is no significant level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities.

The above table shows the correlation analysis between

Table 8: Correlation analysis between relational thinking and OKOBI-spirited pig farming in Owerri communities

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Relational thinking	3.89	0.788	0.737	0.001
OKOBI-spirited pig farming	4.04	0.914		

SPSS Correlation Analysis Output (2025).

relational thinking and OKOBI-spirited pig farming in Owerri communities. The result shows a p-value of 0.001. It also shows a correlation coefficient of 0.737. The result shows a p-value less than 0.05 being the level of significance. This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis. Accordingly, the correlation coefficient between relational thinking and OKOBI-spirited pig farming in Owerri communities is statistically significant. And so, there is a significant level of correlation between relational thinking and OKOBI-spirited pig farming in Owerri communities.

between relational thinking and OKOBI-spirited fish and pig farming in Owerri communities of Imo State, Nigeria.

Discussion

The findings made in this study are discussed as follows: The fact that creative thinking enables OKOBI-spirited fish farmers to embrace green innovations for quality outputs as shown on table 1 underscores the opportunities created by strategic thinking over inclusion of innovation-based farming in recent times. Creative thinking is the brain behind applications of innovations including the use of solar energy and other sustainable innovations as well as technological innovations in the management of fish farms. The same table reveals further that with creative thinking OKOBI-spirited fish farmers plan effectively for the inculcation of Artificial Intelligence in their operations. Edewhor & Okoh, (2024)

Findings

The findings revealed a significant level of correlation between creative thinking and OKOBI-spirited fish and pig farming in Owerri communities of Imo state, Nigeria. Furthermore, there is a significant correlation

investigated 'analysis of the impact of strategic thinking on organizational performance of manufacturing firms in Delta State, Nigeria'. The objectives of the study include to assess the impact of strategic thinking on corporate performance. Their study adopts a survey research design. It uses linear regression and correlation analysis to handle data analysis. The findings show that strategic thinking has a significant relationship with each of corporate performance. Also, Wegwu, (2024) investigates 'strategic thinking and effective decision-making of the telecommunication industry in Rivers State, Nigeria'. It was found that a positive and significant relationship exists between creative thinking and effective decision making. These studies agree with the findings in this present study.

Given that creative thinking enables OKOBI-spirited pig farmers to introduce technologies to guarantee sanitation in the farms so as to avoid environmental pollution as shown in table 2, it indicates that creative thinking gives the farmers the opportunity to design effective innovation-aided waste management systems. The table 2 also shows that creative thinking is the tool for effective ranching arrangements among OKOBI-spirited pig farmers in Owerri communities. All these underscores the strategic place of employee creativity and knowledge in farm management. Alzghoul *et al.*, (2023) did a study to investigate the 'nexus of strategic thinking, knowledge-oriented leadership and employee creativity in higher education institutes. It finds that strategic thinking promotes and increases employee creativity. This agrees with the findings in this study. This breeds competitive abilities in firms. Indeed, Ibobo & Nzewi, (2023) investigated 'strategic thinking and competitive advantage: evidence from the Nigerian Pharmaceutical industry'. The study was carried out to find how creative thinking impact the competitive advantage of pharmaceutical firms. The study finds that creative thinking has significant effects on the competitive advantage of pharmaceutical firms in Nigeria. Also, Olotu *et al.*, (2021) assesses the 'impact of strategic thinking on organizational performance in a Nigerian mega-supermarket'. The study objectives include to assess the relationship between creative thinking and employee productivity. The outcomes indicate a positive and significant relationship between creative thinking and employee productivity. Indeed, Obalemo, (2021) assesses the 'nexus between strategic thinking and entrepreneurship development: A conceptual framework'. The paper finds that strategic thinking helps entrepreneurs discover new business opportunities and take advantage of such opportunities to maximize profit in the society. These studies are in alignment with the findings in this present research.

The fact that with relational thinking, OKOBI-spirited fish farmers develop sound human relations for effective business performance as shown on table 3 reveal that cordial relationships drive both sustainability and pleasant business outcomes in OKOBI-spirited fish

farming. The table three also shows that it is with the instrument of relational thinking that fish farmers offer after-sales services to their clients. This is a sure route to achieving customer retention in the business. Njoku, (2025) examined 'strategic thinking and the formation of future leaders in Nigerian Naval institutions with a focus on Accounts, Budget and allied naval offices. The objectives of the study include to analyze how relational strategic thinking may influence future leadership in Nigerian naval institutions. It finds that relational strategic thinking is a strategic tool for sustainable future leadership in Nigerian naval institutions. This agrees with the findings in this present study.

Given that relational thinking drives a strong cooperation between pig farmers and host communities over security of the farms as shown on table 4, it implies that relational strategic thinking competence remains a formidable tool for business-host community peaceful co-existence. The table further indicates that it is with the tool of relational thinking that pig farmers work together with veterinary doctors for the sound health of pigs in the farm. The finding in the study by Njoku (2025) who examined 'strategic thinking and the formation of future leaders in Nigerian Naval institutions with a focus on Accounts, Budget and allied naval offices' as shown above, still agrees with this finding in this present study.

CONCLUSION

The study concludes that strategic thinking competences are correlates of OKOBI-spirited agro farming in Owerri communities. In fact, creative thinking greatly influences OKOBI-spirited fish farming in the area. It is a driver of OKOBI-spirited pig farming in the communities.

The study submits that relational thinking positively affects OKOBI-spirited fish farming in the communities and it predicts OKOBI-spirited pig farming in the area. The study therefore infers that any OKOBI-spirited agro farmer that relegates strategic thinking to the background risks business collapse and other undesirable farming outcomes because farming in this context remains a serious business.

Recommendations

Based on the findings, the study makes the following recommendations:

1. Management of OKOBI-spirited fish farms in Owerri communities should always embrace creative thinking for sound business outcomes.
2. OKOBI-spirited pig farms should always strive to inculcate innovativeness in the conduct of their farming business.
3. Fish farming enterprises that are OKOBI-spirited should not relegate human relations to the background so as to seamlessly achieve their business goals.
4. OKOBI-spirited pig farmers need to show tolerance and accommodation in their dealings with host communities so as to avoid destructive conflicts that may destroy their businesses.

Contribution to Knowledge

This study contributes to knowledge by providing empirical literature and by bridging research gaps on the relationships between creative thinking and OKOBI-spirited fish farming in Owerri communities; creative thinking and OKOBI-spirited pig farming; relational thinking and OKOBI-spirited fish farming as well as relational thinking and OKOBI-spirited pig farming in Owerri communities. The study adds to the body of existing knowledge in the area of strategic thinking.

Implications for Further Research

Given that this present study focuses only on Owerri communities, further research ought to be done with a wider geographical scope to investigate areas outside Owerri. The present study also concentrates on creative thinking and relational thinking indicators of strategic thinking. Future researchers need to work on other indices of strategic thinking. This study anchors only on OKOBI-spirited agro farming. This indicates that future researchers should investigate OKOBI-based endeavors in other industries outside agriculture. In this research, the survey research design was employed to evaluate strategic thinking and OKOBI-spirited agro farming in Owerri communities. Future researchers need to vary the methodology over the same relationships to determine if there may be consistency or reliability in the results obtained. They may employ ex post facto approach or even desk research among others.

Again, this paper assesses only the Chief Executives in the study farms. Future researchers need to expand their survey scope to accommodate other stakeholders over the proxies and linkages evaluated in this research. Given that this study examines the correlation between creative thinking and fish farming as well as creative thinking and pig farming in Owerri communities as well as relational thinking and both fish farming and piggery farming in Owerri communities, future researchers should ascertain the correlation between strategic thinking as correlates of OKOBI-spirited transport enterprises in Okigwe and Orlu Senatorial Zones of Imo State.

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