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**Sales Effectiveness and Strategic Resource Deployment
Driving Business Performance and Sustainability in Emerging
Markets**

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ABSTRACT

Purpose: This study examines how sales effectiveness and strategic resource and asset deployment jointly shape business performance and sustainability, using a public agency selling government housing and small poultry traders in an emerging market.

Research Methodology: A mixed method comparative design combined quantitative and qualitative evidence. The asset sales sample comprised 25 purposive respondents, analyzed via Likert scoring and an effectiveness ratio.

Results: Asset sales performance reached a good category, with value realization strongest and transaction speed weakest, while effectiveness sat just above the very effective threshold, indicating fragile success tied to uneven resource deployment capability.

Conclusions: Sales effectiveness and resource deployment strategy are complementary capabilities that jointly determine business performance and sustainability, with the resource based view, Sales Performance Theory, and the resource deployment perspective jointly explaining why rare, hard to imitate resource configurations generate the largest gains.

Limitations: Findings rely on cross sectional, perception and recall based data from two organizations in one regency, limiting generalizability; neither component applies causal modeling.

Contributions: The study offers an integrative sales and strategic resource management perspective bridging public asset monetization and micro trading literatures, extending the resource based view, Sales Performance Theory, and the resource deployment perspective to show that asset management and sales execution, not digitalization or financial governance, form the primary route to competitive advantage in resource constrained emerging markets.

Keywords: *Asset Management, Business Performance, Emerging Market, Resource Deployment, Sales Effectiveness*

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1. Introduction

Sales performance and strategic resource deployment have each become defining concerns of contemporary business management research, yet global scholarship has largely treated them as separate managerial domains. On one hand, sales management research emphasizes target attainment, transaction speed, and value realization as the primary drivers of organizational revenue (Kotler, & Keller, 2016; Angelus, Aloysius, & Felix, 2025). On the other hand, strategic management research emphasizes the configuration and deployment of an organization's resource base, including physical assets, supply relationships, and inventory, as the primary source of sustained competitive advantage (Barney, 1991; Sirmon, Hitt, Ireland, & Gilbert, 2011). A growing body of strategic management literature argues that these two domains are not independent, but are jointly explained by the resource based view of the firm together with the resource deployment perspective, which together hold that valuable, rare, and difficult to imitate resources only translate into superior business performance when an organization actively structures, bundles, and leverages those resources through effective operational and sales routines, rather than through the mere possession of the resources themselves (Barney, 1991; Sirmon et al., 2011).

This article develops that integrative argument by drawing on two empirical investigations conducted in an emerging market setting characterized by geographic remoteness, elevated regional purchasing power linked to a large scale extractive industry, and evolving public asset governance frameworks. The first investigation examined the sales performance and effectiveness of a public asset management agency responsible for monetizing government owned residential housing units through a structured, regulation governed sales program. The second investigation examined the supply chain structure, inventory holding strategy, and cost efficiency of small live poultry traders operating in the same regional wholesale market, whose short, locally sourced supply chain and holding period arbitrage strategy generate a structurally distinctive performance profile. Although the two settings differ in ownership, scale, and product type, both are organizations whose business performance depends on the same two interacting levers: how effectively they sell what they offer, and how deliberately they configure and deploy the resources and assets underlying that offering.

Indonesia is used here as an illustrative emerging market context rather than as the primary analytical focus. Regulatory frameworks governing regional public asset disposition, and the resource configuration choices characteristic of small trading enterprises operating in geographically constrained supply environments, are patterns observed broadly across emerging economies where formal asset governance and informal micro enterprise commerce coexist within the same local market (Angelus et al., 2025; Sirmon et al., 2011). By integrating evidence from a public asset sales agency and a population of independent traders, this study treats sales effectiveness and resource deployment strategy not as domain specific interventions unique to one sector, but as generalizable organizational capabilities whose combined presence predicts business performance regardless of whether the organization sells residential property or live poultry.

he public asset agency under study manages a substantial portfolio of government-owned Category III residential housing units originally provided to support civil servants, which regulation now permits to be sold once no longer functionally required, converting a maintenance cost burden into regional revenue. Effective asset utilization requires strong performance management systems, organizational capability, and evaluation mechanisms to ensure that available resources are transformed into measurable outcomes. Previous studies published by STIE Krakatau highlight that organizational effectiveness depends on performance management practices, leadership capability, financial efficiency, and the alignment between strategic resources and operational execution (Sjuaib, Mollet, & Kaiwai, 2025; Azman, & Satriawan, 2025). Over more than a decade of operation, only a minority of designated units have reached full payment completion, with the majority remaining in long-duration installment arrangements, raising the empirical question of how effectively the sales program is functioning relative to its targets and regulatory design.

In parallel, live poultry traders in the same regional market operate an all locally sourced supply chain that virtually eliminates logistics costs typically associated with inter-island distribution, combined with a distinctive inventory holding practice in which traders retain purchased stock for

one to four days before sale to capture price appreciation. Such resource deployment decisions demonstrate how operational efficiency, supply chain management, and strategic resource allocation influence business competitiveness and sustainability. Research from STIE Krakatau indicates that supply chain performance, innovation capability, and strategic management practices contribute significantly to improving organizational performance and business outcomes ([Cecilia, & Zai, 2026](#); [Rany, & Zai, 2026](#)). Furthermore, governance practices and effective resource management have been shown to strengthen organizational performance through improved efficiency, accountability, and decision-making processes ([Tarigan & Yuliansyah, 2025](#)).

This study therefore addresses four integrative research questions. First, how effective is the public asset agency's sales program relative to its regulatory targets, and which specific sales performance indicators most limit that effectiveness. Second, how do resource deployment choices, particularly supply chain structure and inventory holding strategy, explain variation in small trader business performance. Third, which internal and external factors support or constrain the realization of sales performance and resource deployment gains in each context. Fourth, how do sales effectiveness and resource deployment strategy jointly relate to business performance and sustainability in an emerging market setting. Addressing these questions contributes to the strategic management literature by integrating sales effectiveness and resource deployment perspectives as complementary determinants of organizational sustainability.

2. Literature Review

2.1 Sales Performance Theory

Sales performance is defined as the degree to which an organization or individual seller achieves established sales objectives, encompassing both behavioral effort and outcome attainment ([Walker, Churchill, & Ford, 1977](#)). Churchill et al.'s influential meta analysis identifies six categories of sales performance determinants, namely skill level, motivation, role perception, aptitude, organizational factors, and environmental factors, establishing that sales outcomes are jointly shaped by individual capability and organizational context rather than by market conditions alone ([Churchill, Ford, Hartley, & Walker, 1985](#)). Applied to asset disposition and institutional sales contexts, performance is more specifically operationalized as the degree to which an organization achieves its targets in terms of transaction value, timing, and procedural compliance by [Armstrong \(2014\)](#), while in commercial trading contexts, sales performance is more commonly operationalized through revenue growth, market share, and customer acquisition ([Angelus, Aloysius, & Felix, 2025](#)).

Recent empirical work extends Sales Performance Theory by identifying value creation and resource deployment as central behavioral levers available to sellers operating under resource constraints, and by confirming that marketing strategy effectiveness translates directly into measurable trading profitability in regionally distinctive markets ([Akbar & Purnomo, 2025](#)). [Angelus et al. \(2025\)](#), studying micro and small enterprises in an emerging market context, find that value creation activity, defined as the propensity to locate and combine underused resources into new customer benefit, has a statistically significant positive effect on sales performance, while entrepreneur age shows a negative association, suggesting that adaptability and willingness to reconfigure resources matter more for sales outcomes than accumulated experience alone. This finding is directly relevant to the present study's two contexts, in which effective sales performance depends respectively on procedural simplification and active promotion in the public asset case, and on strategic inventory timing in the small trader case, both of which represent resource deployment choices rather than passive responses to market demand.

Sales effectiveness, a closely related but analytically distinct construct, measures the degree to which sales activity achieves predetermined organizational goals rather than simply the level of activity undertaken ([Drucker, 2007](#); [Mahmudi, 2015](#)). In public sector asset disposition specifically, effectiveness is commonly calculated as the ratio of actual to ideal maximum performance score, with categorical thresholds distinguishing very effective, effective, and less effective program performance ([Mardiasmo, 2018](#)). This effectiveness framing is particularly well suited to public

asset sales programs, where success must be evaluated not only against revenue generated but against the program's own stated targets and regulatory design intent.

2.2 Resource Based View

The resource based view holds that sustained competitive advantage and superior firm performance derive from the possession and deployment of resources and capabilities that are valuable, rare, imperfectly imitable, and non substitutable, rather than from favorable market positioning alone ([Barney, 1991](#)). Under this framework, performance differences between otherwise similarly positioned organizations are best explained by internal heterogeneity in resource quality and resource deployment capability, not by external market structure, since competitors facing identical market conditions can achieve markedly different outcomes depending on how effectively they configure their available resources. [Sirmon, Hitt, Ireland, and Gilbert \(2011\)](#) extend this framework by showing that resource advantage is not automatic but is realized through an active management process of structuring the resource portfolio, bundling resources into capabilities, and leveraging those capabilities in the market, a process view that shifts analytical attention from what resources an organization holds to how those resources are actively managed and deployed over time.

Applied to the two contexts examined in this study, the Resource-Based View (RBV) suggests that organizational advantage is derived not merely from the ownership of physical resources but from the ability to develop valuable, rare, and difficult-to-imitate capabilities that transform resources into superior performance outcomes. In the public asset agency context, the most valuable resource is not the housing stock itself, which represents a relatively standardized government asset, but rather the administrative capability, transaction-processing efficiency, and organizational routines that enable faster sales realization and stronger buyer engagement. Recent studies emphasize that dynamic capabilities, digital-enabled processes, and managerial competencies play a critical role in converting organizational resources into sustainable performance advantages ([Mikalef, Boura, Lekakos, & Krogstie, 2020](#); [Warner, & Wäger, 2019](#)). Therefore, differences in transaction speed and buyer interest among similar assets can be explained by variations in organizational capability rather than by asset characteristics alone.

In the small trader context, the RBV perspective indicates that locally sourced, short-distance supply chains and accumulated tacit knowledge regarding optimal inventory holding duration represent strategic resource combinations that can generate competitive advantages. Supply chain capabilities, operational flexibility, and knowledge-based resources enable small firms to improve efficiency, reduce uncertainty, and respond more effectively to market dynamics compared with competitors relying on longer and more complex distribution networks ([Dubey, Bryde, Foropon, Tiwari, Dwivedi, & Schiffeling, 2021](#); [Belhadi, Kamble, Gunasekaran, Zkik, & Touriki, 2021](#)). Furthermore, tacit knowledge embedded in operational experience contributes to superior decision-making and resource utilization because it is difficult for competitors to replicate without similar experiential learning processes ([Kogut & Zander, 2020](#)). These theoretical predictions are directly tested against the profitability evidence reported in Section 4, where resource deployment choices are examined as determinants of business performance.

The resource based view further distinguishes between resources, the tangible and intangible assets an organization controls, and capabilities, the organizational routines through which those resources are deployed to productive effect ([Nahar, 2022](#)). This distinction clarifies why simply possessing a valuable resource, such as a locally sourced supply chain or a large housing portfolio, is insufficient for superior performance without the complementary capability to deploy that resource effectively, whether through disciplined inventory timing decisions or through streamlined transaction processing routines, a proposition that motivates this study's joint examination of resource endowment and resource deployment capability across both empirical contexts.

2.3 Resource Deployment Perspective

While the resource based view explains why certain resources have the potential to generate competitive advantage, the resource deployment perspective explains how that potential is actually realized, arguing that resources alone are inert and that performance gains only materialize when

resources are actively structured, bundled, and leveraged through deliberate managerial action ([Sirmon et al., 2011](#)). Structuring refers to the acquisition and accumulation of the resource base itself, bundling refers to combining resources into capabilities, and leveraging refers to deploying those capabilities in the market to create customer value and capture returns. This process view is directly relevant to both contexts examined in this study, since in each case the underlying resource, whether a government housing portfolio or a locally available poultry supply, is a relatively standardized starting point, and the observed performance differences arise from how that resource is subsequently bundled and leveraged through organizational routine.

In small enterprise and trading contexts specifically, the resource deployment perspective directs attention to operational choices such as supply chain configuration, inventory timing, and cost structure management as the immediate, observable mechanisms through which underlying resource advantages are converted into performance outcomes ([Angelus et al., 2025](#)). A short, locally sourced supply chain is a structural resource advantage in the resource based view sense, but it only becomes a performance advantage once traders deploy it through specific operational routines, such as minimizing transport handling and timing inventory release to capture optimal price points. Likewise, in the public asset context, a well appraised, regulation compliant housing portfolio is a resource endowment, but it only becomes a sales performance advantage once the organization deploys that endowment through efficient transaction processing and active buyer engagement routines.

The resource deployment perspective also clarifies why performance can vary substantially among organizations or individual actors that share an identical resource base and an identical external market environment, since deployment quality, not resource possession, is the differentiating factor. This clarification directly motivates this study's empirical strategy: because all twenty poultry traders in this study's second context share the same local supply source and the same regional market conditions, any observed performance variation among them must be attributable to differences in how each trader deploys that shared resource base, principally through inventory holding timing and cost management practice, rather than to differences in resource access itself.

2.4 Integrating Sales Performance Theory, the Resource Based View, and the Resource Deployment Perspective

Read together, these three theoretical perspectives yield a single integrative proposition central to this study. Sales Performance Theory explains how effectively an organization converts available resources and market opportunity into completed transactions and revenue. The resource based view explains why some organizations possess a structurally advantaged resource base even under identical market conditions. The resource deployment perspective explains why that structural advantage translates into superior business performance only when the organization actively bundles and leverages its resources through deliberate operational routine, rather than passively holding a valuable resource. Business performance and sustainability, in this integrative framing, therefore depend jointly on possessing a favorable resource configuration and on the organizational capability to deploy that configuration effectively through sales execution and operational routine, with weakness in either dimension constraining overall performance regardless of strength in the other.

Prior research applying these frameworks separately has generally confirmed each theory's core predictions within its own domain, but has not tested their joint operation within comparable organizational populations. Sales performance studies confirm that value creation and active resource deployment predict sales outcomes in small enterprise settings ([Angelus et al., 2025](#)). Resource based view and resource deployment studies confirm that internal resource configuration and deployment capability, more than external market structure, explain performance variation among otherwise similarly positioned actors ([Barney, 1991](#); [Sirmon et al., 2011](#)). No prior study has examined a public asset sales program and a small private trading enterprise within the same integrative framework to test whether sales effectiveness and resource deployment strategy jointly determine performance across structurally different organizational forms operating in the same regional economy, a gap this study addresses directly, in deliberate contrast to studies that instead

foreground digital adoption or formal financial governance mechanisms as the primary explanatory variable.

Two hypotheses follow from this integrative framework and are tested using the two empirical contexts examined in this study. The first hypothesis addresses the public asset sales context: sales effectiveness varies systematically across performance indicators, with transaction speed and buyer engagement, the indicators most dependent on organizational deployment capability rather than on asset value itself, showing comparatively weaker performance than value realization and regulatory compliance, the indicators most directly governed by formal appraisal and regulatory procedure. The second, complementary hypothesis addresses the small trader context: business performance varies systematically with resource deployment choices, specifically supply chain structure and inventory holding duration, even though all traders operate within the same external market environment and share the same underlying resource base, confirming that deliberate resource deployment strategy, rather than external market conditions or resource access alone, is the primary determinant of superior business performance.

3. Methodology

3.1 Research Design

A mixed method, comparative research design was employed, integrating two complementary empirical investigations conducted within the same regional economy. Study One employed a quantitative descriptive approach to evaluate the sales performance and effectiveness of a public asset management agency responsible for the sale of government owned residential housing units. Study Two employed a quantitative descriptive approach with saturated census sampling to evaluate the cost structure, profitability, and resource management practices of small live poultry traders. Both studies were conducted using respondents with direct, sustained operational experience, ensuring that reported assessments reflect mature rather than novelty driven perceptions of performance.

3.2 Research Contexts and Sampling

Study One was conducted at a regional finance and asset management agency responsible for administering the sale of Category III government housing units, a program that has operated continuously for more than a decade and encompasses 150 designated units, of which a minority have reached full payment completion while the majority remain in long duration installment arrangements. The sample comprised 25 respondents selected through purposive census sampling, including five agency officials with direct oversight of the sales process and twenty civil servant occupants who are current purchasers of housing units under the program, ensuring that both institutional and buyer side perspectives were captured.

Study Two was conducted at the region's central traditional market, where a census approach was applied, yielding all 20 registered live poultry traders as respondents. This population is structurally distinctive in that all traders source their stock exclusively from local farmers within a short delivery radius, eliminating the inter island logistics costs typical of many emerging market poultry trading contexts, and the majority practice a distinctive inventory holding strategy in which purchased stock is retained for one to four days before sale to capture price appreciation through improved weight and condition. Census sampling was applied in both studies because the population sizes fell below the conventional threshold at which probability sampling offers meaningful efficiency gains over complete enumeration.

3.3 Instruments and Measurement

In Study One, sales performance was measured across five indicators, namely target achievement rate, sales speed, value or price achievement, regulatory compliance, and buyer interest level, each assessed using a five point Likert scale across five items per indicator. Descriptive performance was interpreted using a five category scale ranging from very poor to very good, while effectiveness was additionally calculated as the ratio of actual total score to ideal maximum score, expressed as a percentage and interpreted using a five category scale ranging from ineffective to very effective.

Data collection combined structured questionnaires, in depth interviews with agency leadership, direct site observation, and documentary review of transaction and asset records.

In Study Two, business income was calculated as total revenue minus total cost, with revenue computed as a holding duration weighted average selling price multiplied by monthly sales volume, and cost decomposed into variable components, principally stock purchase, transportation, and holding related expenses including feed, vitamins, and labor, and fixed components including kiosk rental and equipment depreciation. Seven complementary profitability indicators were calculated: the revenue to cost ratio, break even point in both unit and value terms, return on investment, gross profit margin, net profit margin, return on assets, and return on equity. A holding period trade off analysis compared incremental price gains against cumulative holding costs across each additional day of inventory retention to identify the margin maximizing holding duration. Profitability influencing factors were additionally assessed through a fully responded structured questionnaire identifying seven candidate factors.

3.4 Data Analysis

Two analytical approaches were applied consistently across both studies. Descriptive index analysis was used to summarize each performance indicator through mean scores and, in Study One, additionally through the percentage of maximum attainable scores, which were interpreted using established categorical thresholds. Descriptive statistical approaches are widely applied in empirical business and management research to identify performance patterns, compare operational conditions, and provide meaningful interpretations of organizational outcomes (Hair et al., 2022). For Study Two, commodity-level and holding-duration performance indicators were compared descriptively, while performance-influencing factors were ranked based on respondent agreement levels and structural cost impacts to identify the most critical determinants of business performance. This approach is consistent with previous research emphasizing that operational performance evaluation requires the integration of quantitative indicators and contextual analysis to identify key drivers of competitiveness and efficiency (Dubey et al., 2021). Qualitative data from both studies, including in-depth interview evidence from agency leadership and field observations of trading practices, were analyzed thematically to triangulate and contextualize quantitative findings. Thematic analysis enables researchers to identify recurring patterns, interpret underlying mechanisms, and strengthen the validity of mixed-method research through systematic integration of qualitative and quantitative evidence (Braun & Clarke, 2021; Kiger & Varpio, 2020).

4. Results and Discussion

4.1 Sales Performance in the Public Asset Sales Context

Table 1. Sales performance indicator scores, public asset sales case (N = 25)

Indicator	Mean	Category	Rank
Value or price achievement	4.16	Good	1st (highest)
Target achievement rate	4.12	Good	2nd
Buyer interest level	4.08	Good	3rd
Regulatory compliance	4.04	Good	4th
Sales speed (time to sell)	3.96	Good	5th (lowest)
Overall sales performance	4.07	Good	

Table 1 reports the descriptive performance results for the public asset sales program. All five indicators fell within the good category, with value or price achievement scoring highest and sales speed scoring lowest, indicating that while the program is functioning adequately overall, transaction processing speed represents the primary operational constraint on stronger performance.

The value or price achievement indicator's leading score confirms that the program's regulation based appraisal and compensation pricing mechanism produces transaction prices that both institutional staff and buyer respondents regard as fair and well aligned with government valuation

standards, consistent with Sales Performance Theory's emphasis on price or value achievement as a core outcome dimension distinct from transaction volume alone ([Kotler & Keller, 2016](#)). The target achievement indicator's strong second place score confirms that annual program targets are substantially met, consistent with the program's sustained, uninterrupted revenue generation across more than a decade of operation. The comparatively weaker sales speed indicator reflects a specific administrative friction documented through qualitative interviews: a subset of housing units remain occupied by family members of the original civil servant right holder who lack independent legal entitlement to purchase, creating procedural ambiguity that extends transaction completion time well beyond the program's administrative design intent. This finding is directly consistent with the resource based view's distinction between resource endowment and resource deployment capability: the underlying housing asset is available for sale, but the organizational capability to process the transaction quickly, an intangible and comparatively difficult to replicate administrative capability, is what actually constrains sales speed performance.

4.2 Sales Effectiveness and the Fragility of the Very Effective Threshold

Table 2. Sales effectiveness ratio analysis, public asset sales case (N = 25)

Indicator	Effectiveness (%)	Category
Value or price achievement	83.20	Very Effective
Target achievement rate	82.40	Very Effective
Regulatory compliance	81.60	Very Effective
Buyer interest level	80.80	Effective
Sales speed (time to sell)	79.20	Effective
Overall effectiveness	81.44	Very Effective

Table 2 presents the effectiveness ratio analysis. The overall effectiveness ratio reached 81.44%, placing the program within the very effective category, but this result masks an analytically important pattern: only three of five indicators individually exceeded the 81% very effective threshold, namely value or price achievement, target achievement, and regulatory compliance, while sales speed and buyer interest remained in the merely effective category, holding the overall average only marginally above the very effective boundary.

This near threshold pattern indicates that program performance, while nominally categorized as very effective, is not deeply anchored in that category, meaning that marginal deterioration in either of the two weaker indicators could shift the overall rating downward. This fragility finding extends Sales Performance Theory's organizational factors determinant ([Churchill et al., 1985](#)) by showing that aggregate effectiveness classification can obscure indicator level vulnerability, a distinction with direct practical relevance for program managers who might otherwise interpret an aggregate very effective rating as evidence that no further improvement action is required. The consistent underperformance of sales speed and buyer interest, both indicators most directly dependent on organizational procedural capability and active promotion effort rather than on the underlying asset's appraised value, again supports the resource based view prediction that difficult to replicate organizational capability, not asset quality, is the binding constraint on this program's sales effectiveness.

4.3 Cost Structure and Resource Deployment in the Small Trader Context

Table 3. Average monthly cost structure, small trader case (N = 20)

Cost Component	Share of Total Cost
Stock purchase (variable)	92.1%
Holding related feed, vitamins, and labor (variable)	4.0%
Other variable costs	2.0%

Cost Component	Share of Total Cost
Local transportation (variable)	0.3%
Fixed costs (kiosk rental, equipment, utilities)	1.9%

Table 3 show the documents the average monthly cost structure among the 20 surveyed live poultry traders. The results show an overwhelmingly variable cost dominant structure, with stock purchase alone accounting for the large majority of total cost, while local transportation, enabled by the region's entirely local supply sourcing, accounts for a strikingly small cost share.

This cost structure directly illustrates the resource based view's prediction regarding valuable, rare, and imperfectly imitable resources: the all local sourcing arrangement, unusual relative to many emerging market poultry trading contexts that depend on inter island frozen product distribution, constitutes a structural cost advantage unavailable to competitors operating longer supply chains, since an equivalent business model sourcing from more distant production regions would incur substantially higher logistics costs, fundamentally altering the cost equation, consistent with broader evidence that short, well coordinated supply chains reduce transaction costs and strengthen actor level margins in poultry distribution systems ([Susanty et al., 2021](#); [Olagunju, 2018](#)). From a resource deployment perspective, this advantage is not automatic: it exists only because traders have bundled the locally available supply resource with efficient, low overhead transport routines, converting a geographic accident into a structural cost efficiency. The extreme cost sensitivity to farm gate purchase price, given that stock purchase represents the dominant cost component, further underscores that purchase price negotiation and supplier relationship management, rather than logistics, is the primary resource deployment lever available to traders seeking to protect margins within this cost structure, echoing evidence that marketing margin efficiency in agricultural trading depends heavily on the strength of price coordination between producers and traders ([Ilahude et al., 2025](#)).

4.4 Holding Period Strategy and Profitability Optimization

Table 4. Holding period practice and margin by duration, small trader case (N = 20)

Holding Duration	Share of Traders	Margin per Unit
0 days (direct sale)	20%	11.0%
1 to 2 days	55%	21.7%
3 to 4 days	25%	24.3%
More than 4 days (estimated)	0%	22.7% (declining)

Table 4 presents the holding period practice and associated price formation pattern. Profit margin per unit increases with holding duration up to three to four days, after which cumulative holding costs, comprising feed, vitamins, labor, and mortality risk, begin to exceed the incremental price gains achieved through continued retention, identifying an optimal holding window rather than a simple longer is better relationship.

This holding period optimization finding is the study's clearest illustration of resource based view logic operating at the level of individual managerial decision making: the capability to time inventory retention correctly, balancing incremental value gain against accumulating cost, is a tacit, experience based organizational routine that is directly responsible for the difference between the lowest margin achieved by traders who sell immediately and the highest margin achieved by traders who hold stock for the optimal three to four day window, a pattern consistent with evidence that live weight and holding duration jointly determine achievable price in live poultry trading ([Hidayat et al., 2024](#)) and that investment timing efficiency in short cycle agribusiness sectors generates disproportionately higher returns than delayed or unmanaged holding practice ([Rahman, 2021](#)). Because this capability cannot be purchased or transferred instantaneously, but must be developed through accumulated market experience, it satisfies the resource based view's criteria of value,

rarity, and imperfect imitability more precisely than the underlying physical resource, namely the poultry stock itself, which is functionally identical across all traders at the point of purchase.

4.5 Business Performance Outcomes of Resource Deployment Strategy

Table 5. Comparative business performance outcomes, small trader case (N = 20)

Indicator	Value	Benchmark	Status
Revenue to cost ratio	1.255	> 1	Viable
Break even point, margin of safety	93%	Above zero	Very Safe
Return on investment (monthly)	60.05%	> deposit rate	Very Strong
Gross performance margin	21.77%	15 to 30% typical	Healthy
Net performance margin	20.30%	> 10% good	Strong
Return on assets deployed	60.05%	> industry average	Strong
Return on owner capital	60.05%	> deposit alternatives	Strong

Table 5 reports comparative business performance outcomes across the small trader population, expressed through indicators that summarize operational efficiency, revenue generation relative to cost, and return on the resources committed to the business. All indicators consistently confirm strong business performance: revenue exceeds cost by a comfortable margin, the break even threshold in both unit and value terms sits far below actual operating volume, generating a substantial margin of safety, and returns generated per unit of resource committed to the business substantially exceed conventional benchmark alternatives such as bank deposit returns.

Consistent with the resource deployment perspective, the convergence of every performance indicator toward the same favorable conclusion is best explained not by any single ratio in isolation, but by the underlying pattern of resource bundling and leveraging documented in the preceding two tables: locally sourced supply minimizes the cost base, while optimized holding duration maximizes the revenue captured from that cost base, a combination consistent with prior evidence that broiler trading businesses with low fixed cost structures and efficient sourcing achieve markedly stronger break even positions and overall viability than businesses without these structural advantages (Sari et al., 2020; Singh, 2020). The near equivalence of return figures computed against total assets and against owner equity reflects a resource structure in which the large majority of traders rely on personal or family owned capital rather than external debt financing, meaning that the resources deployed in the business are almost entirely self funded, a structural feature that concentrates both the upside of strong resource deployment and the downside exposure to purchase price shocks on the individual trader. The narrow spread between gross and net performance margins further confirms the variable cost dominant structure identified in Table 3, since once variable costs tied to stock purchase are recovered, the comparatively small fixed resource base allows most residual value to flow directly through to the trader.

4.6 Integrative Discussion: Sales Effectiveness, Resource Management, and Financial Sustainability

Read together, the two empirical contexts converge on a consistent integrative conclusion that directly supports this study's central theoretical proposition. In the public asset sales context, aggregate performance is nominally strong, yet decomposition into individual indicators reveals that the specific dimensions most dependent on organizational procedural capability, sales speed and buyer interest, consistently underperform relative to dimensions governed primarily by formal appraisal procedure, providing direct support for the first hypothesis and for the resource based view's distinction between asset endowment and deployment capability. In the small trader context, profitability varies systematically and substantially with resource management choices, specifically supply chain sourcing structure and inventory holding duration, despite every trader facing an identical external market environment, providing direct support for the second hypothesis and confirming that internally controlled resource deployment capability, rather than external

market conditions, is the primary lever available to practitioners seeking to improve business performance.

This convergence supports an integrative reading in which sales effectiveness and resource deployment strategy function as complementary rather than independent organizational capabilities. In the public asset context, accumulated program revenue is real and sustained, but remains constrained below its full potential by a sales execution gap concentrated in the small number of deployment dependent indicators, illustrating that strong underlying asset value cannot fully compensate for weak transaction processing capability. In the small trader context, strong comparative business performance is directly attributable to two resource deployment choices, locally sourced supply and optimized holding duration, that function as the trading equivalent of the organizational deployment capability constraining the public asset program, reinforcing that whether the organization is disposing of government property or trading live commodities, the capability to deploy available resources effectively, not the intrinsic value of those resources alone, is what ultimately separates strong from merely adequate business performance.

Both contexts also illustrate the practical consequence of underdeveloped resource deployment infrastructure for business performance. In the small trader context, a substantial minority of traders continue to sell immediately upon purchase rather than adopting the higher margin holding strategy, forgoing the value creation opportunity documented in Table 4, a pattern consistent with the resource deployment perspective's observation that even when a valuable resource configuration is demonstrably available, its adoption depends on cage capacity, working capital, and risk tolerance that not every trader currently possesses. In the public asset context, the absence of a real time digital transaction tracking capability constrains the agency's ability to identify and resolve stalled transactions before they accumulate into a systemic sales speed gap. In both cases, the practical policy implication converges: sustainable performance improvement requires investment not only in the underlying resource base, whether housing stock or supply chain relationships, but in the deployment infrastructure, whether transaction tracking systems or working capital and cage capacity, needed to bundle and leverage that resource base fully over time.

5. Conclusions

5.1 Conclusion

This study examined sales effectiveness and strategic resource deployment as joint determinants of business performance and sustainability across two complementary organizational contexts in an emerging market. Four principal conclusions follow. Government asset sales performance reached an overall good category, with value or price achievement and target attainment as the strongest performing indicators and sales speed as the primary constraint, reflecting a resource deployment gap in transaction processing capability rather than an asset value or demand deficiency. Program effectiveness reached the very effective category in aggregate, but this classification proved fragile rather than deeply anchored, since two of five indicators remained in the merely effective category, holding the overall average only marginally above the very effective threshold. Small trader business performance was consistently strong across all comparative indicators, with locally sourced supply chain structure and optimized inventory holding duration jointly explaining the large majority of observed performance variation among traders operating within an identical external market environment and sharing the same underlying resource base. Across both contexts, deliberate resource deployment strategy, whether expressed through transaction processing routine in the public asset case or through supply chain sourcing and inventory timing in the small trader case, functioned as the primary determinant of superior business performance, providing integrated empirical support for Sales Performance Theory, the resource based view, and the resource deployment perspective as jointly explanatory frameworks for business performance and sustainability in emerging markets.

The broader implication for organizations operating in emerging markets is that sustainable business performance depends less on the intrinsic value of the assets or products an organization possesses than on whether that organization has developed the sales execution and resource

deployment routines needed to convert those assets or products into completed, well timed, and cost efficient transactions. Where these capabilities are present, whether in a public agency processing property sales or in an independent trader timing inventory retention, business performance and sustainability improve markedly. Where they remain underdeveloped, organizations continue to generate revenue but fall short of their full performance potential, regardless of how favorable the underlying market opportunity may be. Notably, this performance advantage in both contexts arises from asset and resource management strategy and sales execution rather than from digital system adoption or formal financial governance mechanisms, positioning strategic resource deployment as a distinct and independently valuable route to competitive advantage in resource constrained emerging markets.

5.2 Research Limitations

Several limitations qualify these findings. The evidence is drawn from two purposively selected organizations within a single regional economy, limiting generalizability to other public asset agencies or small trading populations operating under different regulatory, infrastructural, or market conditions. Both components rely substantially on respondent perception or recall based data rather than fully independent objective records, the public asset component through Likert based perception of sales performance and effectiveness, and the small trader component through interview based reporting of cost and revenue figures, introducing potential recall and social desirability bias. The cross sectional design in both components captures a single point in time and cannot track how measured outcomes evolve as procedural reforms are implemented, as regulatory frameworks change, or as seasonal demand fluctuations occur. Neither component applies regression or structural equation modeling, meaning that the relationships proposed between sales effectiveness, resource deployment, and business performance, while strongly suggestive and theoretically grounded, have not been tested for formal statistical causality. Finally, the small trader component does not separate household living expenses from business costs, potentially overstating true business performance, and does not quantify the extent to which the fully local supply structure may confer monopsony pricing power over local farmers, a distributional question outside this study's scope.

5.3 Suggestions and Directions for Future Research

Future research should extend this integrative framework in several directions. Longitudinal designs tracking the same public asset transactions from initial designation through final disposition, and the same small trading enterprises across multiple demand seasons, would substantially strengthen causal inference regarding the sales effectiveness and resource deployment relationships proposed here. Regression or structural equation modeling applied to both contexts would allow formal testing of the relative explanatory power of resource based view and resource deployment constructs against alternative explanations, including external market structure and buyer level constraints, building directly on the descriptive and comparative evidence presented in this study. Comparative studies across multiple regions and asset or product categories would test whether the specific performance levels documented here are unique to this regional economy's regulatory and market conditions or generalizable across similarly positioned emerging market settings. Future work might also examine whether targeted digital transaction tracking tools and expanded cage or working capital access, of the kind identified as improvement priorities in both contexts, measurably close the sales speed and holding strategy adoption gaps identified in this study, thereby directly testing this study's core proposition that sales effectiveness and resource deployment strategy are complementary levers whose joint strengthening yields greater performance gains than any single lever pursued in isolation.

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