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Effect of Entrepreneurship on Organisational Sustainability: A Study of NASSI Lagos State

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Abstract
The study examined the Effect of Entrepreneurship on Organizational Sustainability. The study employed a survey research design and a study population of 320 registered small businesses with NASSI, in Lagos State, Nigeria. Simple random sampling was adopted for the study; the sample size was determined using Taro Yamane Formula sample size, and 178 samples were selected. The study adopted a regression statistical technique analysis to test hypotheses using SPSS. The findings revealed that risk-taking has a statistically significant effect on economic sustainability; there is a significant and positive relationship between autonomy and social sustainability; and an increase in competitive aggressiveness leads to an increase in environmental sustainability. Hence, the study revealed that the combined effects of entrepreneurship have significant and positive effects on organisational sustainability. Entrepreneurs need to be more concerned about improving risk-taking, autonomy, and competitive aggressiveness to fulfil their goals.

Keywords: Entrepreneurship, Risk-Taking, Autonomy, Competitive Aggressiveness and Organisational Sustainability

1.1 Introduction

The entrepreneurial scene has changed over time, marked by an increase in innovation, new businesses, and an increasing sense of entrepreneurship (Tula, Ofodile, Okoye, Nifise, & Odeyemi, 2024). People are taking advantage of chances to start businesses that not only solve regional issues but also advance the economy as a whole. Africa's entrepreneurial ecosystem is dynamic and varied, ranging from technologically advanced startups to businesses with roots in traditional industries (Wang & Richardson, 2021). As a younger, more active population increasingly sees entrepreneurship as a means of achieving economic empowerment, this spike is especially noticeable in the aftermath of demographic upheavals (Decker & Haltiwanger, 2023). A surge of creativity and invention is changing the economic landscape of business worldwide as urbanization picks up speed and technology becomes more widely available (Sukanya & Tantia, 2023).

In countries like Nigeria, entrepreneurs are essential to the advancement of sustainable development, and their efforts ought to be valued and strengthened in order to achieve successful objectives (Ezeonwumelu, Offor, Nwikpo, Onunkwo, & Nwaru, 2025; Unim & Inakwu, 2024). One of the traits of entrepreneurs is their capacity for taking risks, which is essential for the development and invention of new businesses. This entails taking on a lot of debt, breaking into uncharted territory, and investing a lot of money in unpredictable outcomes (Adeniyi, Gamede, & Derera, 2024). Individual entrepreneurs must have entrepreneurial liberty in order to make decisions, deal with social, economic, and environmental concerns, and increase profitability while maintaining psychological health and productivity (Kusi, Nwoba, Adeola, Adedajo, & Adjei, 2024). Additionally, entrepreneurs require competitive aggressiveness, a combative mentality that SMEs employ to hold onto their market share and ward off challenges, with the goal of surpassing new competitors and preserving their competitive advantage (Daboh, Ibrahim, & Umar, 2024).

Organisations must embrace adaptable sustainable development strategies in today's cutthroat business environment, emphasizing socioeconomic advancement within ecological bounds, fair resource distribution, and conscientious resource use for future generations (Cunha, Dinis-Carvalho, & Sousa, 2024). Beyond its effects on the economy, organisations are essential for tackling social problems, promoting inclusive development, and maximizing the potential of local communities. The difficulties that organisations confront today highlight how crucial it is to comprehend business dynamics in the context of many cultural, economic, and infrastructure contexts in order to establish sustainability for the organisation (Diko, 2023). Economic, social, and environmental sustainability are the cornerstones of sustainable development that allow businesses to maintain their competitiveness in the marketplace, as Stefanini and Vignali (2024) claim.

In addition to creating jobs, economic sustainability also encourages innovation, lowers costs, and takes advantage of market opportunities. Instead of impeding the expansion of an organisation, sustainability becomes a driving force for progress, placing the company at the front of a global shift towards a future that is both economically robust and environmentally responsible (Ukpoju et al., 2024). According to Alkhwaldi (2024), organisational social sustainability entails establishing a diverse, just society that meets fundamental requirements such as human rights, health equity, community development, and cultural competency. Environmental sustainability offers numerous opportunities, such as lowering emissions during production phases, developing adaptation plans to prepare for the effects of climate change on the organisation's health systems, and reducing the environmental impact through other methods that preserve limited resources and mitigate contamination. Crucially, there are substantial cost savings associated with a range of energy-saving and emission-reducing tactics (Chaban et al., 2024).

1.2 Statement of the Problem

There is no denying the fact that small businesses are vital to Nigeria's economy, accounting for about 84% of jobs and 48% of GDP (Okeke, 2024). African entrepreneurs work in a dynamic environment with enormous potential and difficult obstacles. African entrepreneurs face a range of challenges, including inadequate infrastructure, limited financial resources, regulatory hurdles, and the effects of political unrest (Odeyemi et al., 2024). However, the industry has a high rate of early failure because of a number of issues, such as limited access to capital and a lack of entrepreneurial abilities. According to Mutuku, Kiilu, Mathuku, and Auka (2022), investing in knowledge, skills, and abilities

increases the productive capacity and competencies to engage in a more enterprising, innovative, and flexible manner in a dynamic business environment. This suggests that entrepreneurial skills play a critical role in the success of SMEs.

Notwithstanding the significance of these traits for survival and competitive advantage in the business sector, poor entrepreneurial traits, such as risk-taking behaviour, are a contributing factor to Nigeria's high SMEs death rate (Bello, 2024). Some entrepreneurs do not take risks because they think they might not result in new business endeavours that impact the development of values, yet entrepreneurs are distinguished by their cognitive processes about accepting and rejecting risk-taking projects (Shukla & Kumar, 2024). According to Abaidoo and Agyapong (2022), risk-taking is discouraged by political conditions, inflation uncertainty, and commodity price volatility. However, some entrepreneurs become risk-averse because they believe in short-term profit, according to Gutierrez, Sloof, and Crilly (2024).

Entrepreneurial autonomy enhances business profitability by addressing economic, social, and environmental issues, but may compromise productivity in developing economies due to cultural differences (Kusi *et al.,* 2024). Entrepreneurs sometimes operate alone, which can cause feelings of loneliness and isolation, particularly when they are the only ones making decisions (Cardon & Arwine, 2024). In business, autonomy is taking charge of everything, including marketing, operations, and money. If not handled well, this can be stressful and cause burnout (Santiago-Torner, González-Carrasco, & Miranda-Ayala, 2025). Entrepreneurs frequently struggle to make decisions, which can wear them out and lead to mistakes or second-guessing, particularly when they are making important decisions without outside advice or input (Sassetti, Cavaliere, & Lombardi, 2022).

Due to globalization, SMEs now have to compete locally with multinational corporations (MNCs), which presents more difficulties (Salam, Aslim, Palinggi, Marsela, & Megawaty, 2025). The performance of SMEs is adversely affected by this intensely competitive environment (Mubeen, Han, Abbas, Raza, & Bodian, 2022). One of the main reasons SMEs are unable to have a competitive edge and are not aggressive is their managerial incapacity to accurately analyze the market. Yaqub, Ali, Aftab, Bokhari, and Malik (2024). Insufficient capacity and drive for competitive pursuits (Yao, Chen, Li, Combs, & Li, 2024), SMEs have also had trouble accessing technology knowledge due to a lack of predicted technological market changes and a low level of opponent awareness (Dorasamy & Kikasu, 2024). SMEs' competitive aggressiveness is negatively impacted by the worldwide environmental hazard (Al-Harthi, Bachkirov, Al-Riyami, & Al-Jahwari, 2024).

The growing market and governmental demands for sustainability have made it imperative, not optional, for businesses to adopt a successful sustainable agenda and incorporate it into their strategic orientation (Oduro, 2024). The liability of smallness is one of the features that make SMEs different from large firms and prevent them from being considered “little big businesses.” Indeed, because of increased rivalry and technological improvements, SMEs need to constantly improve their performance to compete with larger enterprises in the market (Basit et al., 2024). However, obstacles such as lack of institutional environment, perceived commercial benefits, and a lack of frameworks and rules across geographies make it difficult to involve SMEs in sustainable solutions (Martins, Branco, Melo, & Machado, 2022).

In the extant literature, there are numerous studies on organisational sustainability (e.g. Barletta, Despeisse, Hoffenson, & Johansson, 2021; Raihan, 2024; Serpa & Sá, 2025; Silva,

Wehrmeyer, & Murphy, 2025) and entrepreneurship separately (e.g. Bonfanti, De Crescenzo, Simeoni, & Adaui, 2024; Emon & Nipa, 2024; Toxirovna, 2024). There is a dearth of research on how entrepreneurship affects organisational sustainability; this study aims to close that gap by pushing the boundaries of knowledge.

1.3. Objectives of the study

The main objective of this study is to examine the effect of entrepreneurship on organisational sustainability, a study of NASSI Lagos State. Its specific objectives include:
i. To examine the effect of risk-taking on economic sustainability.
ii. To determine the effect of autonomy on social sustainability.
iii. To investigate the effect of competitive aggressiveness on environmental sustainability.
iv. Establish the combined effect of entrepreneurship (risk-taking, autonomy, competitive aggressiveness) on organisational sustainability

1.4 Research Questions

i. To what extent does risk-taking have an effect on economic sustainability?
ii. Is there any significant effect on autonomy and social sustainability?
iii. How does competitive aggressiveness affect environmental sustainability?
iv. How does the combined effect of entrepreneurship (risk taking, autonomy, competitive aggressiveness) affect organisational sustainability?

1.5 Research Hypotheses

$H_0$1: Risk taking has no significant effect on economic sustainability.
$H_0$2: Autonomy has no significant effect on social sustainability.
$H_0$3: Competitive aggressiveness has no significant effect on environmental sustainability.
$H_0$4: Combined effect of entrepreneurship (risk taking, autonomy, competitive aggressiveness) has no significant effect on organisational sustainability.

1.6 Scope of the Study

The scope of this study is to investigate the effect of entrepreneurship on organisational sustainability in the National Association of Small-Scale Industrialists (NASSI). The research examines key dimensions of entrepreneurship, including risk-taking behaviour, autonomy, and competitive aggressiveness, and how these influence organisational sustainability, including economic sustainability, social sustainability and environmental sustainability. The study is confined to NASSI due to its strategic significance as a body for SMEs. The research relies on primary data collected from registered NASSI members: managers, individuals, and employees. By concentrating on these variables, the study aims to provide actionable insights for policymakers, business owners, and stakeholders to foster risk-taking behaviour, autonomy, and competitive aggressiveness among SMEs in order to sustain their business.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Concept of Entrepreneurship

The idea of entrepreneurship was first formulated in the 1700s by the Irish-French economist Cantillon, who observed that entrepreneurs could combine the factors of production to produce a desired product (Ajani, Olufayo, Abdulazeez, & Ademola, 2024). In addition, Schumpeter in the 1900s and Say in the 1800s both made significant contributions to economic progress (Ajani, Adekanmbi, & Faseyiku, 2021). The foundation of every country is entrepreneurship (Asmit, Simatupang, Rudito, & Novani, 2024). The definitions of entrepreneurship found in the literature are divided into three primary categories:

behaviours, processes, and outcomes. According to Steenkamp, Meyer, and Bevan-Dye (2024), these aspects emphasize the values that entrepreneurs add to society, their distinct roles and behaviours, and the planning and development processes that go into developing new business strategies.

Entrepreneurship involves vision, change, and creativity through innovative ideas, addressing social injustices and environmental degradation with passion and excitement, claim Avelar, Borges-Tiago, Almeida, and Tiago (2024). Finding chances, creating business concepts, obtaining resources, carrying out operations, and attaining results are all part of entrepreneurship (Nwankwo & Chendo, 2024). According to Adeoye, Yusuf, Dominic, Bakinde, and Abubakar (2025), entrepreneurship is a complex and dynamic phenomenon that involves launching, expanding, and running new companies. It requires a set of skills, attitudes, and behaviours that help people recognize and take advantage of opportunities, overcome challenges, and achieve their goals.

Entrepreneurs improve business performance and propel societal advancement. Developing nations support entrepreneurs, which accelerates economic growth and creates a prosperous and forward-thinking global community. According to Al-Harthi, Bachkirov, Al-Riyami, and Al-Jahwari (2024), this incentivises entrepreneurs to pursue entrepreneurship in order to enhance business performance, which in turn leads to the growth and development of economies and societies. Nigerian entrepreneurs are driven by resilience, persistence, and networking to pursue entrepreneurship in order to seek change as a result of job dissatisfaction and ineffective practices. Networking provides access to opportunities and resources, but job dissatisfaction drives people to start their own businesses in pursuit of fulfilment and control (Mustapha, 2024). Pursuing their passion is a strong motivator for many people to choose to become entrepreneurs (Light, Lupu, Creţan, & Chapman, 2024). According to Messikh (2023), entrepreneurial orientation (EO) is a powerful factor that helps entrepreneurs' businesses succeed. In order to comprehend the strategies, procedures, and decision-making styles that entrepreneurs employ to generate value, EO is a crucial notion (Ogbaini et al., 2024).

2.1.1.1 Risk Taking

Being willing to take risks is one of the traits of entrepreneurs, and it is essential for the development and expansion of new businesses. This entails taking on a lot of debt, exploring new territory, and making big financial commitments with questionable returns (Adeniyi et al., 2024). According to Dansu, Shomuyiwa, and Olubusade (2025), risk is the monetary repercussion of the possibility that the favourable expectation will not be met by the actual result. According to Bob-Manuel and Amadi (2025), risk is the potential for loss or uncertainty, which can impact a variety of industries, including businesses. Business operations are impacted by risk-taking behaviour, or the readiness to publicly take chances in the hopes of achieving favourable results. Risk-taking behaviour can be influenced by an entrepreneur's leadership style. According to Ngo and Vu (2025), risk-taking is the capacity of an entrepreneur to recognize and reduce risks early on.

Risk-taking by entrepreneurs is taking measured business risks, which frequently necessitates SMEs to take on riskier ventures, even if doing so means giving up on previously effective strategies or goods (Oguh & Uzor, 2024). However, accepting risks entails a company's intentional investment in projects with the hope of higher profits, even in the face of uncertain outcomes (Jongbo & Ajemunigbohun, 2024). The act of being dedicated and willing to take risks to demonstrate that one is ready to handle change and uncertainty is what Paulus and Hermanto (2022) define as risk-taking. Risk-taking, which

often results in strong business commitments, is the bravery to make bold decisions in the face of insufficient knowledge. Successful entrepreneurs usually employ planning strategies and take measured risks to lower uncertainty (Adeniyi et al., 2024).

2.1.1.2 Autonomy

One important strategy for achieving independence and conquering challenges is entrepreneurship (Onoshakpor, Cunningham, &Gammie, 2025). An essential component of business management, autonomy enables entrepreneurs to autonomously create and implement business ideas, encouraging creative and enterprising behaviour (Paulus & Hermanto, 2022). Humans have a psychological need for autonomy because it allows them to accept accountability for their actions, which enhances wellbeing and productivity at work. It is a crucial component of entrepreneurship, necessitating a strong will and backing for efforts, which increases accountability and influences results (Okręglicka et al., 2023). The freedom of action and independence from family that enables more self-financing and opportunities is known as autonomy (Ortiz García & OlazCapitán, 2021).

Autonomy includes things like living by one's own principles and making choices without seeking input from others. People are encouraged to undertake entrepreneurial pursuits because entrepreneurs thrive on high degrees of autonomy since they can independently plan projects, manage work, and deal with constraints at work (Kusi et al., 2024). In a similar view of Tisu, Vîrgă, and Mermeze (2023), autonomy also reflects the extent of freedom entrepreneurs have in deciding how, when, and where to carry out their responsibilities. An essential component of entrepreneurship is autonomy, which promotes wellbeing. It enables business owners to plan their work, make choices, and select strategies (Tahar et al., 2022). Entrepreneurial autonomy, according to Daboh et al. (2024), is the capacity to make choices without interference from corporate rules and to foster innovation and expansion. It inspires entrepreneurs to innovate, be more creative, and behave with an entrepreneurial mindset. Autonomous organisational cultures promote creativity and new ideas, which in turn promote entrepreneurial performance and behaviour.

2.1.1.3 Competitive Aggressiveness

To stay ahead of the competition in the cutthroat global marketplace of today, firms must revolutionize and adapt. In the face of fierce competition and stakeholder expectations, businesses must set up policies to preserve and improve their competitive edge (Maheshwari, Jena, Priyadarshini, & Kumar, 2025). Entrepreneurial competitive aggression necessitates discernment and careful application. According to Al-Harthi et al. (2024), it describes a culture's inclination to support achievement-oriented businesspeople by upending rivals or strengthening their position. One aspect of entrepreneurial orientation that shows a company's tendency to outperform rivals in the same industry is competitive aggressiveness. In order to do this, businesses must take extreme steps, which suggests healthy rivalry and a dominant position in the sector (Farooq & Salam, 2025).

According to Daboh et al. (2024), reactive conduct, such as direct attacks on rivals, is indicative of an aggressive approach to competitors with the goal of increasing market share or strengthening its position. The proactive approach taken by SMEs to outperform competitors, challenge them, and fortify their market position through strategic responses is known as entrepreneurial competitive aggression. (Guevara-Otero, Vargas-Perez, Segovia-Pérez, & Laguna-Sánchez, 2025). It is an attitude where people compete in an industry using unusual strategies in an effort to provide value to their enterprises. Instead of avoiding current competitors through external competitive activities, competitive

aggression entails actively engaging them in an effort to draw in customers and change their behaviour (Al-Hachim & Al-Sukaini, 2025). SMEs must use competitive aggression, a combative mentality that aims for better market positioning to outperform rivals and deflect threats, to adjust to new market entrants and maintain their competitive position in the market (Daboh et al., 2024).

2.1.2. Concept of Sustainability

The term "sustainability" was initially used to discuss environmental deregulation and its negative effects on economic growth, societal well-being, and human health. Sustainability is the ability of a business to greatly enhance a society by meeting the needs of the present generation while simultaneously maintaining the ability of future generations to meet their own needs (Hanaysha & Al-Shaikh, 2024). These issues of environmental degradation have local, national, and global consequences, especially in less developed countries where social control is less effective and regulations are more relaxed (Al-Swidi, Al-Hakimi, & Al-Hattami, 2024). Sustainability has become the new norm in practice, mostly due to compliance requirements; no industry or business can prosper today without actively promoting and effectively putting sustainable ideas into practice (Bari, Chimhundu, & Chan, 2024).

The importance of sustainability has increased, and stakeholders are increasingly pressuring businesses to adopt more sustainable business practices (Thoriq, Asyazilal, Putranto, Hidayati, & Mawardi, 2024). In order to be considered sustainable, an organisation must balance its social, environmental, and financial performance (Herrero, López, & Ruiz-Benítez, 2024). Economic, environmental, and social performance are all considered to be balanced (Hereu-Morales, Segarra, & Valderrama, 2024). Sustainability entails owners and managers making strategic choices to preserve and prolong the life of resources (Belas, Dvorsky, Hlawiczka, Smrcka, & Khan, 2024). By examining the economic, social, and environmental elements of natural resources, it is possible to conclude that sustainability is the act of making viable and developmental efforts for the current generation without neglecting the demands of future generations (Indriastuti & Riansyah, 2024).

Businesses now prioritize sustainability over profitability, emphasizing sustainable elements and their value (Belas et al., 2024). By using quality management techniques and striking a balance between operational and economic growth, organisations strive for sustainable success. Performance in the market, finances, and operations determines long-term viability (Faseyiku et al., 2021). In order to promote sustainability and enhance performance inside organisations, business culture is essential. Notwithstanding ambiguous definitions, those in the business who oversee workforce management policies defend and foster these values, accomplishing important organisational objectives (Kumari & Joshi, 2024).

2.1.2.1 Environmental Sustainability

Environmental factors, including resource scarcity and climate change, cause sustainability problems, with global supply chains accounting for 90% of global pollution (Bouguerra et al., 2025). Environmental contamination, or externalities, rose to dangerous levels in the air, water, and land as global industrialization continued. Businesses' management responded to this alarming scenario by taking the necessary actions to save the environment for a better future (Khawaja & Janjua, 2025). According to Indriastuti and Riansyah (2024), an environmental performance indicator measures a company's ability to reduce air

pollutants, energy use, hazardous materials, material use, and compliance with environmental requirements.

Resource conservation and energy efficiency are top priorities for environmentally concerned companies, which frequently concentrate on innovation to lessen their impact on the environment. Continuous adaptation and attention to the environment are essential for survival and competitiveness in the fast-paced corporate world (Olaleye, Lekunze, Sekhampu, Khumalo, & Ayeni, 2024). SMEs must transform from traditional profit-driven paradigms to modern business methods in order to handle environmental change, crises, uncertainty, and increasing risks (Olaleye, Lekunze, & Sekhampu, 2024). SMEs should invest creatively in energy-efficient technologies and procedures to lessen their negative environmental impact on society. Additionally, they ought to urge their business associates to do the same (Dvorsky et al., 2024).

2.1.2.2 Economic Sustainability

As society becomes more aware of the planet's finite resources and the impact of human activity on the environment, economic sustainability (the practice of promoting economic growth and development without endangering the needs of future generations) has gradually become a part of mainstream business plans and practices. According to Dvorsky et al. (2024), SMEs must have steady revenues and enough cash on hand in order to invest in social and environmental projects. Business models that balance social justice, environmental preservation, and economic prosperity are more important than ever (Elsawy & Youssef, 2023).

According to Sabino, Moreira, Cesário, and Pinto Coelho (2024), economic sustainability is a profit-based concept grounded in the 3Ps, which implies that management practices impact financial results and performance, as assessed by objective data or subjective criteria. The TBL's economic component is frequently viewed as essential to a business's survival, with the main objective being to sustain profitability and a steady flow of revenue (Vanpetch & Sattayathamrongthian, 2024). The business's economic sustainability should enable the long-term viability of economic endeavours that result in socioeconomic benefits for all stakeholders. These consist of poverty alleviation, stable employment, income-generating opportunities, and social services for host communities (Kuusalu, Laine, Maijala, Mutta, & Patzelt, 2024). Resource efficiency, cost control, and value creation for stakeholders are all taken into account by the economic component, which extends beyond profitability and takes long-term economic viability into account (Okeke-Okiche, 2024).

2.1.2.3 Social Sustainability

According to Leknoi, Rosset, and Likitlersuang (2023), social sustainability is proactively controlling the effects that businesses have on people while emphasizing positive connections with stakeholders, staff, clients, and local communities. It is the ability of businesses to create value by developing human and social capital in the communities they serve (Ronaghi & Mosakhani, 2022). It is the moral code of conduct that guarantees human life and growth in a rational and inclusive manner, according to Díaz-Reza, Mousavi, Sánchez-Ramírez, and García-Alcaraz (2024). Priority is given to population welfare, local labour and enterprise use, equity, and public awareness and unity. The ability of a corporation to improve social welfare, public health and safety, public dangers, occupational health, and employee safety is referred to as a social performance (Indriastuti & Riansyah, 2024). Individual capacity, social capability, and demands make up social sustainability (Irfan et al., 2024).

It is a process of society formation that encourages social amenities, cultural engagement, and individual growth, claim Yasin, Huseynova, and Atif (2023). It supports cultural diversity, creates a safe workplace, and helps businesses deal with labour market issues. In order to advance sustainability, it is important to understand local communities, improve the social performance of businesses, and evaluate institutional factors, particularly in relation to ensuring sustainable accessibility and eradicating hunger, especially in upstream stages of social systems (Galli, Torelli, & Caccialanza, 2024). The goals of social sustainability, according to Alkhwaldi (2024), are to establish a diversified, just society that satisfies fundamental social demands, including social assistance, human rights, community development, health equality, and cultural competency.

2.2 Theoretical Review

This study utilizes theoretical frameworks such as the Theory of Planned Behaviour of Ajzen in 1991 and the Triple Bottom Line (TBL) framework, originated from an Englishman, John Brett Elkington in 1994.

2.2.1 Theory of Planned Behaviour (TPB)

The Theory of Planned Behaviour was developed by Ajzen in 1991 (Slomski et al., 2024). TPB, according to Ogunwoye and Oladele (2025), is a development of the Theory of Reasoned Action, which Fishbein and Ajzen introduced in 1975. It recognizes and connects the three antecedents of intention: perceived behavioural control, attitude, and subjective norms (Relente & Capistrano, 2024). Subjective norm, attitude, and perceived behavioural control are among the internal and external elements that balance to produce behavioural intention and behaviour. According to Lv et al. (2024), perceived behavioural control reflects non-motivating elements such as resource availability, attitude weighs the benefits and drawbacks of the activity, and subjective norm refers to societal pressure. Since entrepreneurship is a purposeful, planned activity, the Theory of Planned Behaviour can be used to better explain the elements that influence entrepreneurial activities while starting a new business (Slomski et al., 2024).

Entrepreneurial intention, which serves as motivation for particular acts, is influenced by attitude toward a behaviour. Perceived behavioural control and an acceptable attitude reinforce a person's motivation to act in an entrepreneurial manner (Kolapo & Oluwaleye, 2024). According to Adeniyi et al. (2024), risk-taking is a psychological trait that has been linked to a variety of attitudes and behaviours. Entrepreneurs can demonstrate their intention to act autonomously, which fosters innovation and flexibility and enhances company outcomes (Daboh et al., 2024). Promoting autonomy increases risk-taking, dedication, and job happiness, all of which foster creativity. Additionally, it allows individuals to make use of their special talents, which results in inventive product development and creative problem-solving, giving them behavioural control over their own futures (Emmanuel, 2025). Ozigi, Gambo, Nwobilor, and Ibrahim (2023) suggest that competitive aggressiveness, the behavioral urge to outmanoeuvre competitors, may also influence entrepreneurial aspirations. Competitive aggressiveness, a crucial aspect of entrepreneurial orientation, refers to a person's desire to aggressively and directly challenge competitors in an attempt to solidify or fortify their position in the market.

2.2.2 The Triple Bottom Line (TBL) Theory

In the 1990s, John Brett Elkington, an Englishman, developed the Triple Bottom Line (TBL) framework (Nguyen, Ta, & Nguyen, 2025; Nica, Chiriță, & Georgescu, 2025). The three Ps: profit, people, and planet, that is, corporate profit, corporate social responsibility, and environmental responsibility, are the three main components of the philosophy. It

emphasizes sustainable business development, taking into account not just financial gains but also environmental preservation and societal well-being. TBL assists businesses in integrating social and environmental values while taking economic value into account (Nguyen et al., 2025). Similarly, for sustainable development, the Theory stresses striking a balance between social justice, environmental quality, and economic prosperity, and it encourages companies to implement strategies that benefit all three (Aransyah, Hermanto, Muftiadi, & Oktadiana, 2025).

In order to combat industrialization, resource depletion, ecological degradation, and exploitative labour practices, the United Nations' sustainable development objectives place a strong emphasis on triple bottom line performance and call for more corporate accountability (Hou, Khan, Zahid, & Hussain, 2025). The goal of sustainability is to satisfy current needs while maintaining the ability of future generations to satisfy their own (Raihan, 2024). A company's performance in terms of business, social, and environmental indicators is assessed using the three pillars of sustainability framework. It encompasses all principles, worries, and practices to prevent adverse effects and produce positive social, economic, and environmental effects. In addition to transactional interactions, TBL takes into account stakeholders such as governments and local communities (Nguyen et al., 2025). Small and medium-sized businesses must now prioritize sustainability, which calls for risk management, consumer demand, regulatory compliance, and an awareness of long-term financial benefits (Bello, Idemudia, & Iyelolu, 2024; Durrani, Raziq, Mahmood, & Khan, 2024; Omowole, Olufemi-Philips, Ofodili, Eyo-Udo, & Ewim, 2024).

2.3 Empirical Review

The empirical review was carried out along with the main and specific objectives of the study.

In Lagos State, Nigeria, Dansu *et al.* (2025) investigated the connection between taking risks and the survival of small and medium-sized businesses (SMEs). The study combines cross-sectional and explanatory approaches in a survey research design. To gather pertinent data for the study, 178 members of the Lagos State branch of the National Association of Small-Scale Industrialists (NASSI) who run small- and medium-sized businesses (SMEs) were administered a structured questionnaire. The hypotheses were tested using regression and Pearson's moment correlation coefficient analysis. According to the findings, small and medium-sized businesses (SMEs) in Lagos State had a higher chance of surviving if they took chances.

The study by Gazi *et al*. (2025) looked at how university students' risk-taking behaviour (RTB) and intention to start their own business are influenced by entrepreneurial education (EE), innovativeness (INT), technical adaptation (TA), and self-management (SM). Furthermore, using family support (FS) as a moderator and risk-taking behaviour (RTB) as a mediator. Data from a cohort of 396 college students were gathered for this study using a quantitative methodology. A survey questionnaire using a seven-point Likert scale was used to gather the data. Convenience sampling was the sampling strategy employed. Each independent variable was shown to have a direct correlation with both entrepreneurial ambitions and risk-taking behaviour using structural equation modelling (SEM).

Emmanuel (2025) examined the relationship between employee liberty and creativity in Nigerian industrial enterprises in Rivers State. The available population for this survey study consisted of 1,780 employees from six carefully selected manufacturing enterprises in

Rivers State. A sample size of 317 was determined using Krejcie and Morgan's (1970) table. According to the results of the correlation analyses, which demonstrated a significant positive relationship between decision-making autonomy and both idea generation and process implementation, granting employees decision-making authority fosters creativity and the successful adoption of innovative practices. In a similar vein, method autonomy enhances both the development of novel ideas and the successful implementation of novel processes, suggesting that granting employees the latitude to choose the most efficient way to perform their jobs encourages innovation.

The success of small and medium-sized businesses in Abuja was examined by Daboh et al. (2024) in connection with entrepreneurial autonomy and competitive aggressiveness. a cross-sectional investigation. 24,346 registered SMEs in Abuja made up the study's population (SMEDAN/NBS/CAC survey report, 2021). According to the Taro Yamane formula (1967), the sample size was roughly 400. Questionnaires were distributed to the SMEs' managers and owners. The study was analyzed using the partial least squares structural equation model (PLS-SEM). The results of the study showed that the success of small and medium-sized businesses in Abuja, Nigeria, is positively and significantly impacted by the independence and aggression of entrepreneurial competitors.

Onyango et al. (2024) investigated the impact of competitive aggression on the expansion of public transportation businesses in Kenya. Using a descriptive-correlational research design, the study surveyed 261 public transportation providers in Nairobi County. Data was collected via questionnaires, and both descriptive and inferential statistical analysis were performed using SPSS. The regression's findings demonstrate that firm growth is considerably accelerated by competitive aggressiveness.

Barango-Tariah et al. (2023) examined the impact of competitive aggression on the marketing performance of publicly traded consumer goods manufacturing companies in Nigeria. The target audience consisted of 20 quoted Nigerian consumer goods manufacturing companies listed on the Nigerian Stock Exchange in 2022. Five (5) copies of a structured questionnaire were distributed to the departments of research and development, marketing/sales, customer care, human resources, and risk management from each of the 20 consumer goods manufacturing companies in Nigeria that were quoted as part of the study, which involved 100 respondents in total. The questionnaire was distributed using a census method. Regression analysis showed that marketing performance is significantly and favourably affected by competitive aggression.

2.4 Conceptual Model

In order to conceive this study, the author linked the dependent variable of organisational sustainability with the independent variables of entrepreneurship.

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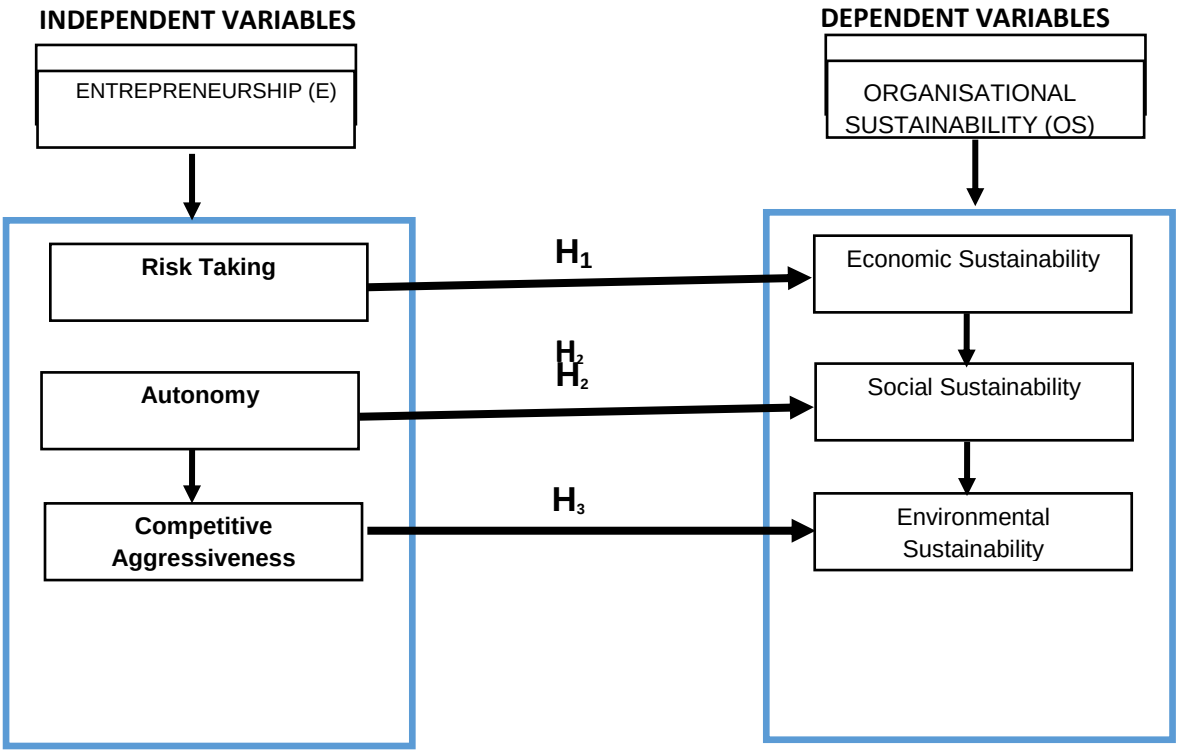


Figure 1: Conceptual Model of Entrepreneurship and Organisational Sustainability

Source: Researchers' Conceptualization (2025).

3.0 Methodology

This section discussed the research design, the study's population, sampling strategy, sampling techniques, sample size calculations, data collection procedures, research instruments, validity and Reliability, and data analysis techniques.

3.1 Research Design

For this study, a survey research design was used. The survey research design was selected due to its usefulness and viability in answering the research questions, offering standardized data for accurate measurement, and entrepreneurship on the organisational sustainability in Lagos State (Karunarathna, Gunasena, Hapuarachchi, & Gunathilake, 2024). For an investigation's purpose, data sources, operationalization of variables, and justification for each research component are all outlined in a research design (Mahmoudi-Dehaki & Nasr-Esfahani, 2025). Additionally, survey research improves the researcher's capacity to evaluate the strength of relationships, draw broad conclusions about the target population, and construct data structures for analysis (Repke, Birkenmaier, & Lechner, 2024). The researcher can determine the strength of the association between and among the study's variables by using survey research.

3.2 Population of the Study

According to Alford and Teater (2025), the population is the set of units to which the research findings are to be applied. Nevertheless, the survey included all registered members of 320 SMEs in the Lagos State Chapter of the National Association of Small-Scale

Industrialists (NASSI) (Dansu et al., 2025). According to Alao, Onivefu, Onivefu-Bello, and Raji (2025), Lagos state is the most populous, commercial centre, and business climate with the highest level of competition.

3.3 Sample Size and Sampling Technique

Convenient, non-probability sampling was used in the study. The researcher used the Taro Yamane (1967)
Formula to determine the sample size.

$$N = \frac{N}{1+N(E)2}$$

Where:
N=the sample size
N=the finite population
E= Status of significance
1= unite (a constant value)
Solution

The population is 320 and
E the status of significance is 0.05

$$n = \frac{320}{1+320(0.05)^2}$$

$$= \frac{320}{1+320(0.0025)}$$

$$\frac{320}{1+320(0.0025)} = 0.8$$

$$\frac{320}{1+0.8}$$

$$\frac{320}{1.8}$$

$$= 177.77$$

The sample size is 178 industrialists.

3.4 Data Collection Instrument

The purpose of the questionnaire is to collect information on the selected subject of how entrepreneurship affects organisational sustainability in Lagos State. To align with the unique and common entrepreneurship that impacts organisational sustainability in Lagos State, a questionnaire was used for this study. The questionnaire's statements and questions were thoughtfully crafted and centered on the set of goals to extract pertinent data on the study's proxies. Three sections make up the questionnaire: The cover page is in section A, while the purpose of section B is to gather the respondents' demographic information. Section C of the questionnaire is concerned with statements questions on the different dimensions of entrepreneurship (E): risk taking (RT); autonomy (A) and competitive aggressiveness (CA) as a measure for independent variable while organisational sustainability (OS) will be measured from perspective: economic sustainability (ES); social sustainability (SS) and environmental sustainability (EnS) as the dependent variable. Each variable item on the dependent and independent variables are designed in the form of a modified 5-point Likert-type scale format of strongly agree (SA)= 5, agree (A)= 4, neutral (N)= 3, disagree (D)= 2 and strongly disagree (SD)= 1.

Table 3.1: Adapted Instrument

s/n	Variable	No of Instruments	Source(s)
	Independent Variable (Entrepreneurship)		
	Risk Taking	4	Steenkamp *et al.* (2024)
	Autonomy	4	Sayed and Dayan (2024)
	Competitive Aggressiveness	4	Onyango *et al.* (2024)
	Dependent Variable (Organisational Sustainability)		
	Economic Sustainability	4	Kuusalu *et al.* (2024)
	Social Sustainability	4	Nogueira *et al.* (2024)
	Environmental Sustainability	4	Adesua-Lincoln (2025)

3.5 Validity and Reliability Tests

3.5.1. Validity

The validity of a test is the extent to which it measures what it is intended to measure. A test must be valid in order for the findings to be implemented and understood appropriately (Hassan, 2024). Content validity was used in this study to assess how well the questionnaire's contents measure the things it is intended to evaluate. This questionnaire (scale) items was sufficiently covered the domain of the construct.

3.5.2 Reliability

The degree to which a research study or measurement instrument produces steady and consistent results across time, among different raters or observers, or under different conditions is known as the reliability test (Hassan, 2024). Cronbach's Alpha reliability measure would be applied in this study. Both the research items in the questionnaire and the statistics that would be used to assess the scale's internal consistency will grow as the inter-correlations between the questions in the study increase. The study employed a coefficient of determination to assess the dependability of the research tool utilized to collect data.

3.5.3 Reliability and Validity of Research Instrument

In research instruments, the alpha coefficient, also known as Cronbach's Alpha, is commonly employed to calculate the value, according to Syakuro, Daniswara, Abdullah, Fakhriani, and Widuri (2024). The following criteria should be used when assessing an internal consistency reliability coefficient: exceptional ($\geq$ 0.90), acceptable (0.80 - 0.90), adequate (0.70 - 0.79), and less applicable ($<$ 70). The dependability of the test instruments was confirmed by the results in Table 3.2.

Table 3.2: Reliability Test

S/N	Construct Description	No of Instruments	Cronbach's Alpha Statistics
Independent Variables (Entrepreneurship)			
1	Risk Taking	4	0.847
2	Autonomy	4	0.828
3	Competitive Aggressiveness	4	0.758
	Dependent Variables (Organisational Sustainability)		
1	Economic Sustainability	4	0.787
2	Social Sustainability	4	0.870
3	Environmental Sustainability	4	0.813

Source: Researcher Compilation, 2025

3.4 Validity of Research Instrument

Table 2: Construct Validity and Convergent Validity

S/N	Variables	rho_A	Composite Reliability	Average Variance Extracted (AVE)
1	Risk Taking	0.775	0.784	0.569
2	Autonomy	0.783	0.794	0.684
3	Competitive Aggressiveness	0.752	0.762	0.557
4	Economic Sustainability	0.767	0.778	0.545
5	Social Sustainability	0.766	0.791	0.695
6	Environmental Sustainability	0.748	0.759	0.697

Source: Author's Computation (2025)

In this study, Average Variance Extracted (AVE) and Composite Reliability (CR) were employed to evaluate convergent validity. Convergent validity is the extent to which the indicators belonging to one latent variable are correlated with the same construct. The AVE is typically employed to evaluate convergent validity, which specifies how the indicators' variance can be explained by the latent variable. In order to specify convergent Validity, Ghazali and Fauzi (2025) support the view of some authors that AVE values have to be less than the CR, and each AVE value must be greater than 0.5, that is, with a minimum threshold of 0.5 for AVE.

3.6 Method of Data Analysis

Both descriptive and inferential statistics will be used in the study's analysis of the data gathered. Descriptive statistics use tabulation and/or graphical representation to describe the fundamental characteristics of a particular data set. Therefore, the

demographic information and responses from the respondents that will be gathered for the study were analyzed using descriptive statistics. However, the provided hypotheses will be tested using inferential statistics. The examination of data from the sampled respondents with the goal of extrapolating to the full population is the focus of inferential statistics. Therefore, in order to evaluate the hypotheses, this study used inferential statistical approaches. The link between two variables, comprising hypothesis one (1), two (2), and three (3), will be established using linear regression. The Statistical Package for Social Sciences (SPSS) will be used to do this. The following illustrates the primary model specification for this investigation: The following constructs and sub-variables, X and Y, are used to compare organisational sustainability and entrepreneurship in Lagos State.

$Y = f(X)$
Where:
Dependent variable = Y = Organisational Sustainability (OS)
Independent variable = X = Entrepreneurship (AI)
Both the dependent variable (Y) and independent variable (X) are expressed mathematically as;
$(P) = f(OC)$
Where:
$Y = (y_1, y_2, y_{3,})$
$X = (x_1, x_2, x_{3,})$
Y= organisational Sustainability (OS) (dependent variable)
Where:
y_1 = Economic Sustainability (ES)
y_2 = Social Sustainability (SS)

i. y_3 = Environmental Sustainability (EnS)

X = Entrepreneurship (E) (independent variable)
Where:
x_1= Risk Taking (RT)
x_2= Autonomy (OS)
x_3= Competitive Aggressiveness (CA)

Regression models formulated for each of the hypothesis are written as:

Model 1

$y_1 = f(x_1)$
$y_1 = \beta_0 + \beta_1 x_1 + \mu_{it}$
$ES = \beta_0 + \beta_1 RT_i + \mu_i$---------- eqn (i)

Model 2

$y_2 = f(x_{2,})$
$y_2 = \beta_0 + \beta_2 x_2 + \mu_{it}$
$SS = \beta_0 + \beta_2 A_i + \mu_i$---------- eqn (ii)

Model 3

$y_3 = f(x_3)$
$y_3 = \beta_0 + \beta_3 x_3 + \mu_{it}$
$EnS = \beta_0 + \beta_3 CA_i + \mu_i$---------- eqn (iii)

4.0 Data Analysis

This section presents the analyses of the number of copies of the questionnaire distributed, returned, usable and non-usable for the study. Also, under this section, the demographic information of the respondents was analyzed.

4.1 Pre-Estimation Test

To achieve the stated objectives, the following hypotheses were formulated:

Table 4.1: Pre-Estimation Results of the Data

Variables	Skewness	Kurtosis	VIF	Risk Taking	Autonomy	Competitive Aggressiveness
Risk Taking	0.246	0.329	2.486	1		
Autonomy	0.212	0.315	2.645	0.756(0.000)	1	
Competitive Aggressiveness	0.269	0.292	3.198	0.549(0.000)	0.602(0.000)	1

Source: Researcher's Field Survey, 2025

Table 4.1 presents the pre-estimation diagnostic results for the variables of Risk Taking, Autonomy, and Competitive Aggressiveness, focusing on skewness, kurtosis, multicollinearity (VIF), and bivariate correlation (with p-values). The skewness and kurtosis values for all variables, ranging between 0.212 and 0.269 for skewness, and 0.292 and 0.329 for kurtosis, indicate that the data are approximately normally distributed. According to Kline (2011), skewness values between -1 and +1 and kurtosis values between -1 and +3 are considered acceptable for normally distributed data. Thus, the distribution of the dataset is deemed suitable for further parametric analyses such as regression.

The Variance Inflation Factor (VIF) values for the independent variables, which are Risk Taking (2.486), Autonomy (2.645), and Competitive Aggressiveness (3.198), are all below the commonly accepted threshold of 5.0, indicating that multicollinearity is not a concern in the model. This aligns with the recommendation by Hair et al. (2010), who noted that VIF values below 5 suggest an acceptable level of multicollinearity among predictors. Therefore, each independent variable contributes uniquely to the explanation of variance in the dependent variable without excessive overlap with other variables.

The correlation coefficients between the variables are all statistically significant at the 1% level ($p < 0.01$), as indicated by the p-values in parentheses. Specifically, Risk Taking correlates strongly with Autonomy ($r = 0.756$), and Competitive Aggressiveness is significantly related to both Risk Taking ($r = 0.549$) and Autonomy ($r = 0.602$). These strong, positive, and significant relationships suggest that entrepreneurial behaviours tend to be interrelated and reinforce one another. As supported by Lumpkin and Dess (1996), such dimensions of entrepreneurial orientation, risk-taking, autonomy, and competitive aggressiveness often co-occur and interact to shape entrepreneurship sustainability in firms.

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4.2 Test of Hypotheses

Research Hypothesis One

H_{01}: Risk-taking has no significant effect on economic sustainability.

Table 10a:Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.390[a]	.152	.146	3.87434

a. Predictors: (Constant), Risk-taking

Table 10b: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	398.721	1	398.721	26.563	.000[b]
	Residual	2221.552	148	15.010		
	Total	2620.273	149			

a. Dependent Variable: Economic_sustainability

b. Predictors: (Constant), Risk-taking

Table 10c: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.718	1.326		5.822	.000
	Risk_taking	.491	.095	.390	5.154	.000

a. Dependent Variable: Economic_sustainability

Source: Author's computation, (2025).

*Note: ***, ** & * indicate statistical significance at 5%.*

The results presented in Tables 10a, 10b, and 10c provide statistical evidence to test Hypothesis One (H_{01}): Risk taking has no significant effect on economic sustainability. The Model Summary in Table 10a shows an R value of 0.390 and an R^2 of 0.152, indicating that approximately 15.2% of the variance in economic sustainability can be explained by the risk-taking behaviour of entrepreneurs. While this has a moderate explanatory power, it is meaningful in behavioural and social science research, where numerous factors influence outcomes. The adjusted R^2 of 0.146 indicates that the model fits the data reasonably well, given the number of predictors.

Table 10b, the ANOVA (Analysis of Variance) table, shows a statistically significant F-statistic of 26.563 with a p-value of .000, which is well below the 0.05 threshold. This result indicates that the regression model is a good fit and that risk-taking has a statistically significant effect on economic sustainability. Therefore, we reject the null hypothesis (H_{01}) and accept the alternative hypothesis, which states that risk-taking does have a significant impact on economic sustainability.

Table 10c presents the regression coefficients, showing that risk-taking has a positive and significant effect on economic sustainability with a B-value of 0.491 and a t-value of 5.154 (p = .000). The standardized Beta coefficient of 0.390 implies a moderate positive influence: for every one-unit increase in risk-taking, economic sustainability increases by 0.491 units. This statistically significant relationship suggests that entrepreneurs who are more willing to take calculated risks are more likely to adopt practices that enhance the long-term sustainability of their businesses. Overall, the findings reinforce the critical role of risk-taking in shaping sustainable economic behavior among business owners.

H_{02}: Autonomy has no significant effect on social sustainability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302[a]	.091	.085	3.99727

a. Predictors: (Constant), Autonomy

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	236.729	1	236.729	14.816	.000[b]
	Residual	2364.771	148	15.978		
	Total	2601.500	149			

a. Dependent Variable: Social_sustainability

b. Predictors: (Constant), Autonomy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.657	1.150		9.269	.000
	Autonomy	.292	.076	.302	3.849	.000

a. Dependent Variable: Social_sustainability

The results from Tables a, b, and c are used to assess Hypothesis Two (H_{02}): Autonomy has no significant effect on social sustainability. In the Model Summary, the R value is 0.302, and the R^2 is 0.091, meaning that 9.1% of the variance in social sustainability can be explained by the level of autonomy within businesses. While this is a relatively modest explanatory power, it still suggests a meaningful relationship, especially in social science research where numerous external factors influence outcomes. The adjusted R^2 value of 0.085 slightly corrects for the number of predictors, indicating that the model remains statistically reliable.

In the ANOVA table, the F-value is 14.816 with a significance level (p-value) of .000, which is well below the 0.05 threshold. This demonstrates that the model is statistically significant, and autonomy contributes significantly to variations in social sustainability. Therefore, the null hypothesis (H_{02}) is rejected, and the alternative hypothesis is accepted, confirming that autonomy has a significant positive effect on social sustainability.
The Coefficients table shows the unstandardized coefficient (B) for autonomy as 0.292, with a t-value of 3.849 and a p-value of .000, indicating a statistically significant and positive relationship between autonomy and social sustainability. The standardized Beta coefficient of 0.302 shows that autonomy moderately predicts social sustainability outcomes. This means that a one-unit increase in autonomy is associated with a 0.292-unit increase in social sustainability, suggesting that when business owners and managers are empowered to make independent decisions, they are more likely to implement socially sustainable practices such as gender equality, employee development, and stakeholder inclusion.

H_{03}: Competitiveness aggressiveness has no significant effect on environmental sustainability

Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.380[a]	.145	.139	3.89526

a. Predictors: (Constant), Competitive_Aggresiveness

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	379.728	1	379.728	25.026	.000[b]
	Residual	2245.612	148	15.173		
	Total	2625.340	149			

a. Dependent Variable: Environmental_sustainability
b. Predictors: (Constant), Competetive_Aggresiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.996	1.315		6.080	.000
	Competetive_Aggresiveness	.478	.095	.380	5.003	.000

a. Dependent Variable: Environmental_sustainability

The results from the tables assess Hypothesis Three (H_{03}): Competitive aggressiveness has no significant effect on environmental sustainability. In the Model Summary, the R value of 0.380 and R^2 of 0.145 indicate that 14.5% of the variation in environmental sustainability can be explained by competitive aggressiveness. The adjusted R^2 of 0.139 confirms that the model maintains its explanatory strength after accounting for the number of predictors.

Although this level of variance explained is moderate, it is meaningful in behavioural research, where multiple factors influence sustainability outcomes.

The ANOVA table further supports the significance of the model, with an F-value of 25.026 and a p-value of .000, which is well below the 0.05 significance threshold. This implies that the regression model as a whole is statistically significant and that competitive aggressiveness has a meaningful impact on environmental sustainability. Thus, we reject the null hypothesis (H_{03}) and conclude that competitive aggressiveness significantly affects environmental sustainability.

The Coefficients table reveals a positive and statistically significant relationship between competitive aggressiveness and environmental sustainability. The unstandardized coefficient ($B = 0.478$) and a t-value of 5.003 with a p-value of .000 indicate that an increase in competitive aggressiveness leads to an increase in environmental sustainability. The standardized Beta coefficient of 0.380 shows a moderate effect size, implying that firms that aggressively compete are also likely to implement environmentally sustainable strategies, such as eco-friendly products, energy-saving technologies, and green infrastructure.

$H0_4$: The combined effect of entrepreneurship (risk taking, autonomy, competitive aggressiveness) has no effect on organisational sustainability

Table 4.13a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480[a]	.230	.219	9.55961

a. Predictors: (Constant), Risk-Taking, Autonomy, Competitive_Aggressiveness

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5773.515	3	1924.505	21.059	.000[b]
	Residual	19282.466	146	91.386		
	Total	25055.981	149			

a. Dependent Variable: organisational_Sustainability

b. Predictors: (Constant), Risk-Taking, Autonomy, Competitive_Aggressiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.683	3.215		6.123	.000
	Risk Taking	.877	.233	.246	3.771	.000
	Autonomy	.066	.309	.025	2.212	.004
	Competitive_Aggressiveness	.887	.351	.310	2.628	.002

a. Dependent Variable: Organisational Sustainability

The hypothesis H04: The combined effect of entrepreneurship (risk taking, autonomy, competitive aggressiveness) has no effect on organisational sustainability was tested using multiple regression analysis. From the Model Summary, the R value of 0.480 indicates a moderate positive relationship between the predictors (risk-taking, autonomy, and competitive aggressiveness) and organisational sustainability. The R Square value of 0.230 shows that approximately 23% of the variance in organisational sustainability can be explained by the combined effect of the three entrepreneurial dimensions. This suggests that the model has a fair explanatory power, and while other factors may also influence sustainability, these entrepreneurial traits are statistically meaningful contributors.

In the ANOVA table, the F-statistic is 21.059 with a p-value of 0.000, which is less than the 0.05 significance level. This indicates that the regression model as a whole is statistically significant, and there is a significant effect of the combined variables (risk-taking, autonomy, and competitive aggressiveness) on organisational sustainability. Thus, the null hypothesis (H04), which states that these variables have no combined effect, is rejected. This means that the entrepreneurial dimensions jointly contribute significantly to the prediction of organisational sustainability.

The Coefficients table provides further insight into the individual contribution of each variable. All three predictors—risk-taking ($\beta = 0.246$, $p = 0.000$), autonomy ($\beta = 0.025$, $p = 0.004$), and competitive aggressiveness ($\beta = 0.310$, $p = 0.002$)—have statistically significant positive effects on organisational sustainability. This means that increases in these entrepreneurial traits are associated with increases in sustainability outcomes. Notably, competitive aggressiveness has the strongest beta value among the predictors, implying it has the most influence when other variables are held constant. In conclusion, the results provide strong evidence that the combined entrepreneurial characteristics significantly and positively affect organisational sustainability.

4.4 Discussion of Findings

Objective One: To examine the effect of risk-taking on economic sustainability

The findings from Hypothesis One show that risk-taking has a statistically significant and positive effect on economic sustainability. The regression results revealed an R value of 0.390 and a standardized beta coefficient of 0.390, indicating that about 15.2% of the variance in economic sustainability can be explained by entrepreneurs' willingness to take risks. This suggests that businesses that embrace calculated risks are more likely to invest in innovative ventures, seize emerging opportunities, and adapt swiftly to changing market conditions—factors that are critical for achieving long-term financial viability.

This result aligns with the connection between taking risks and the survival of small and medium-sized businesses (SMEs), particularly the study by Dansu *et al.* (2025), which found that risk-taking is positively associated with firm performance and growth, especially in small and medium-sized businesses (SMEs) in Lagos State, who had a higher chance of surviving if they take chances. Likewise, the study by Adoga *et al.* (2024) emphasised a moderate correlation between entrepreneurial risk-taking ability and SMEs in Akwa Ibom State, Nigeria.

The study emphasizes the significance of an entrepreneurial mindset that embraces uncertainty and opportunity, especially in volatile emerging economies like Nigeria, where risk-taking is not merely optional but a strategic necessity. It suggests training, financial

incentives, and policy frameworks to support risk-taking behaviour. This risk-taking behavior enhances the economic sustainability of SMEs.

Objective Two: To assess the effect of autonomy on social sustainability

The analysis under Hypothesis Two demonstrates that autonomy significantly impacts social sustainability, with an R value of 0.302 and a beta coefficient of 0.302. The results indicate that when entrepreneurs have the freedom to make independent decisions, they are more inclined to implement socially responsible practices. These include promoting gender equality, investing in employee development, resolving workplace conflicts, and respecting stakeholder input, critical elements of social sustainability.

This finding aligns with Emmanuel (2025), who argued that there is a significant positive relationship between decision-making autonomy and both idea generation and process implementation. Granting employees decision-making authority fosters creativity and the successful adoption of innovative practices. In a similar vein, method autonomy enhances both the development of novel ideas and the successful implementation of novel processes, suggesting that granting employees the latitude to choose the most efficient way to perform their jobs encourages innovation. Furthermore, Messikh (2023) posited that the performance of family businesses in Algeria is strongly impacted by entrepreneurial autonomy. The different degrees of entrepreneurial autonomy may account for 12.6% of the variation in family business performance. A small percentage is to be expected and can be partially explained by the existence of additional factors as well as the characteristics of Algerian family business environments, including family dynamics, succession, confidentiality and privacy in operating the family firm, and planning and governance structures.

Promoting autonomy in SMEs can enhance their social sustainability, especially in developing contexts with limited institutional support. Empowering owners and managers to act independently can respond faster to social challenges.

Objective Three: To evaluate the effect of competitive aggressiveness on environmental sustainability

Under Hypothesis Three, the study found that competitive aggressiveness significantly and positively affects environmental sustainability, with a beta value of 0.380 and an R^2 of 0.145. This suggests that businesses striving to outperform their competitors are more likely to adopt environmentally responsible practices as a form of strategic differentiation. These may include offering eco-friendly products, utilizing green technology, reducing waste, and investing in sustainable packaging.

The result supports the work of Karimi *et al.* (2025), who argued that competitive aggression has a significant beneficial impact on the expansion of deposit-taking SACCOs in Kenya. The study also discovered that the rise of deposit-taking SACCOs in Kenya is positively impacted by the relationship between IT skills and competitive aggression. Similarly, Treepongkaruna (2024) found that environmentally proactive firms' strategy gains a reputational advantage and mitigates litigation. In essence, competitiveness pushes firms to not only compete but also enhance sustainability performance.

Given the current state of the global economy and the trend toward sustainability in consumer choices and environmental legislation, this result is very pertinent. Since competitive aggression encourages SMEs to embrace innovative methods that satisfy both regulatory and customer standards, it can be used as a catalyst for environmental progress. By promoting competition-driven sustainability through green certifications, tax breaks,

and eco-labelling initiatives designed specifically for small businesses, policymakers and support organisations can expand on this realization.

Objective Four: Combined effect of entrepreneurship (risk taking, autonomy, competitive aggressiveness) on organisational sustainability

The findings of this study reveal that the combined effect of entrepreneurial dimensions, risk-taking, autonomy, and competitive aggressiveness significantly influences organisational sustainability. With an R Square of 0.230, the regression model demonstrates that these three variables collectively explain 23% of the variation in sustainability outcomes, highlighting their critical role in shaping long-term organisational performance. This aligns with the growing recognition that entrepreneurial orientation is not only vital for business innovation and competitiveness but also for sustaining organisations in dynamic environments.

The result shows that risk-taking and competitive aggressiveness have strong, positive, and statistically significant impacts on organisational sustainability. These findings corroborate the work of Al-Dhobee et al. (2025), whose results showed that the social performance of small and medium enterprises is significantly improved by proactiveness, and that this relationship is moderated by charismatic leadership. By contrast, charismatic leadership has no moderating effect on the social performance of small and medium enterprises, and neither innovation nor risk-taking has any appreciable impact on the social performance of small and medium enterprises. Similarly, Tuamyil et al. (2024) found that proactiveness and the success of manufacturing businesses were positively, but marginally, correlated. Moreover, the study showed that innovation greatly enhanced the success of manufacturing businesses. Additionally, the study discovered that taking risks slightly enhanced the success of manufacturing companies.

Furthermore, these results are consistent with the study by Okręglicka et al. (2023), who found that the attributes of entrepreneurial orientation correlated with business sustainability, as well as perceived organisational support (POS); they further demonstrated that innovativeness mediates, and the kind of enterprise moderates the link between perceived organisational support and business sustainability. Overall, this study reinforces the argument that fostering a strong entrepreneurial culture within organisations can be a strategic pathway to achieving long-term sustainability goals.

5. Conclusion

This study set out to investigate the effect of entrepreneurship on organisational sustainability among Small and Medium-sized Enterprises (SMEs) under the National Association of Small and Medium Enterprises (NASSI) in Lagos State. By focusing on three core dimensions of entrepreneurial orientation, risk-taking, autonomy, and competitive aggressiveness, the research sought to determine how these factors contribute to the achievement of economic, social, and environmental sustainability within SMEs. The findings, derived through robust statistical analysis, have provided compelling evidence that entrepreneurship plays a vital role in sustaining business performance across all dimensions of sustainability. The first key finding indicates that risk-taking behaviour significantly influences economic sustainability. Entrepreneurs who are willing to take calculated risks tend to embrace innovation, exploit new market opportunities, and adapt quickly to market changes, leading to improved financial stability and growth. This highlights the importance of fostering a culture of strategic risk-taking among SMEs to enhance their long-term economic viability. Given the competitive and uncertain nature of

Nigeria's business environment, such behaviour is not only advantageous but also essential for survival and expansion.

Secondly, the study concluded that autonomy significantly enhances social sustainability. Entrepreneurs with the freedom to make independent decisions were found to implement inclusive and socially responsible practices such as employee welfare, stakeholder engagement, and organisational transparency. This underlines the value of empowering SME leaders with decision-making authority to foster a workplace culture that promotes social equity, trust, and responsibility. It also suggests that decentralized leadership models within SMEs are conducive to socially sustainable business practices. Furthermore, the research revealed that competitive aggressiveness has a strong and positive effect on environmental sustainability. SMEs that adopt assertive market strategies are more likely to integrate environmentally conscious practices into their operations, not only to remain competitive but also to meet consumer and regulatory expectations. These findings suggest that competitiveness in business today goes beyond pricing and product quality; it extends to environmental responsibility and sustainable value creation.

Also, the study provides empirical evidence that the combined effect of entrepreneurial dimensions, risk-taking, autonomy, and competitive aggressiveness significantly enhances organisational sustainability. The regression analysis confirms that these traits jointly contribute to sustainable outcomes by promoting innovation, adaptability, and proactive strategic behaviour. The findings reject the null hypothesis and underscore the importance of embedding entrepreneurial orientation into organisational practices as a strategic approach to ensuring long-term survival and competitiveness, particularly in dynamic, uncertain business environments.

In conclusion, the study has successfully established that entrepreneurship is a crucial determinant of organisational sustainability in SMEs. The significance of risk-taking, autonomy, and competitive aggressiveness in promoting economic, social, and environmental sustainability, respectively, cannot be overstated. These insights reinforce the need for entrepreneurial development programs, policy frameworks, and institutional support systems that enable SMEs to embed sustainability into their core strategies. Promoting entrepreneurship within SMEs is not just about enhancing business performance and it is a strategic imperative for achieving long-term sustainability and national economic development.

Based on the conclusion of this study, the following recommendation were: entrepreneurial training and capacity-building programs be intensified for SME operators, especially those affiliated with NASSI in Lagos State.; government agencies and SME support institutions should design policies that promote entrepreneurial autonomy; entrepreneurs should be encouraged to adopt competitive strategies that incorporate environmental sustainability; and organisations, particularly small and medium enterprises, actively foster and integrate entrepreneurial dimensions such as risk-taking, autonomy, and competitive aggressiveness into their operational and strategic frameworks.

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