

# Entrepreneurial Innovation Mindset and Organizational Sustainability of Small and Medium Enterprises in Rivers State, Nigeria

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**Abstract:** *This research was designed to examine the relationship between entrepreneurial innovation mindset on organizational sustainability in Nigeria. The author utilized a cross-sectional survey tool and a total population of 300 owner/managers and supervisors of small and medium enterprises operating in Rivers State in Rivers state. A sample size of 196 owners/managers and supervisors were drawn as the sample size of the study. Data were collected using copies of well-structured questionnaire and the simple random sampling technique was utilized in the study. The data was analyzed using the Spearman's Rank Order Correlation. The result of the analysis revealed that the dimensions of entrepreneurial innovation (resilience and collaboration) have a significant positive relationship with environmental sustainability and technology sustainability. The author concludes, that small and medium enterprise's executive officers, supervisors, and workers should be allowed some freedom to practice innovative ideas for the growth in organizational and personal sustainability which in turns encourage clean and greener management of their organization.*

**Keywords:** *Entrepreneurial Innovation Mindset, Organizational Sustainability, Resilience, Collaboration, Environmental Sustainability, Technology Sustainability*

## Introduction

Entrepreneurship has for a while rightly accepted as a strategy important for growth and sustaining the growth of the country's economy (Israel & Johnmark, 2014), specifically in the aspect of the career perspectives and also largely business opportunities which generate profits (Othaman, Ghazali & Cheng, 2005; Gurol & Atsan, 2006). According to Schaltegger (2011) stated that entrepreneurship is an important way for organization which is through their sustainability driven innovation practices. Entrepreneurial mindset is simply explained as the emotions and the understanding of a personal ability to think out of the box (Lackéus, 2016). Njeru (2012) illustrates how the attitude of an entrepreneur demonstrates through novelty, been creative, always alert on new business ideas and willing to take risk. Van Kleef and Roome (2017) defined "innovation as the method of identifying and developing novel ideas that results in novel products, production methods, organisations, technology, organisational structures, and systemic frameworks". Entrepreneurship implies the capacity to see an opportunity where others don't see or not thriving in or create an opportunity and carry out necessary action aimed at realizing the innovative idea and it does not necessarily aim at the monetary aspect, but looks solely on opportunities with the goal to improve the production (Brown & Ulijn, 2004). Entrepreneurial innovation builds on the idea that innovation or business idea is triggered, or mediated, by (1) the individual teaching it, (2) teaching settings resembling that of entrepreneurs (Cope and Watts, 2000; Pittaway and Cope, 2007b).

The capacity to stand the test of time and adapt to these constant changes which sometimes the cases may not be favorable (Adim, Lebura & Adubasim, 2017). Ajor & Joy (2020) stated that "Organizational sustainability reflects the whole lots of entrepreneurial dimensions of risk-taking mindset, innovativeness, creativity, orientation and

competitive aggressive mindsets for sustainable performance”. Kalay and Lynn (2014) stated that in an environment that is competitive, innovation is the indispensable ingredient to companies taking control of the market and making more money. The term “sustainable development” (established in Brundtland, 1987) can be defined as “satisfying the requirements of the present generation without compromising the capacity of the following generation to satisfy their requirements” (Ginsberg, 2000).

The concept of sustainability is thrust as a phrase for globalisation, " traversing biological, economic, and cultural boundaries in search of synchronisation or equilibrium enabling man's quality of life improvement” (Osay, 2002). Becker (2013) defined sustainable business management as “the management of sustainable business that recognizes its embeddedness in social, environmental and economic systems and focuses on management and relationships to fulfil the environmental, social, and economic requirements of many stakeholders in its networks”. The study mentioned above provides an essential need for companies and individuals to examine the insights of capabilities and competencies to enhance and encourage innovation.

### **Statement of Problem**

Entrepreneurial innovation is a major factor in terms of growth and success of any organization or individual. So generating a culture of innovation in your company or as an individual who wants to be an entrepreneurial some day is a very essential initiative today but despite this, many businesses combat internal challenges that slow the innovation process. However, people and organization tend to focus on and take advantage of existing practices (little guys) rather than searching for brand new ideas, needs, and opportunities for innovation; with that in mind it is difficult to encourage innovation in some cases.

Many studies have been carried out on innovation and the role it plays on organizational performance. Walker (2008) investigated the relationship between innovation and organizational performance: evidence and research agenda. Klewitz and Hansen (2013) also carried out a study on sustainability-oriented innovation of SMEs: a systematic review. All of these studies did not directly investigate entrepreneurial innovative mindset and its effect on organizational sustainability, hence, the main purpose of this study is to empirically investigate the relationship between entrepreneurial innovative mindset and organizational sustainability of SMEs in Rivers State, Nigeria, while the specific objectives include:

### **Objectives of the Study**

The specific objectives are to examine the relationship between;

- i. Resilience and environmental sustainability of Manufacturing Firms in Rivers state
- ii. Resilience and economic sustainability of Manufacturing Firms in Rivers state
- iii. Collaboration and environmental sustainability of Manufacturing Firms in Rivers state
- iv. Collaboration and economic sustainability of Manufacturing Firms in Rivers state

### **Research Questions**

The following research questions served as a guide in this study. What is the relationship between;

- i. Resilience and environmental sustainability of Manufacturing Firms in Rivers state?
- ii. Resilience and economic sustainability of Manufacturing Firms in Rivers state?
- iii. Collaboration and environmental sustainability of Manufacturing Firms in Rivers state?
- iv. Collaboration and economic sustainability of Manufacturing Firms in Rivers state?

### **Research Hypotheses**

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

**HO<sub>1</sub>:** There is no relationship between resilience and environmental sustainability of Manufacturing Firms in Rivers state

**HO<sub>2</sub>:** There is no relationship between resilience and economic sustainability of Manufacturing Firms in Rivers state

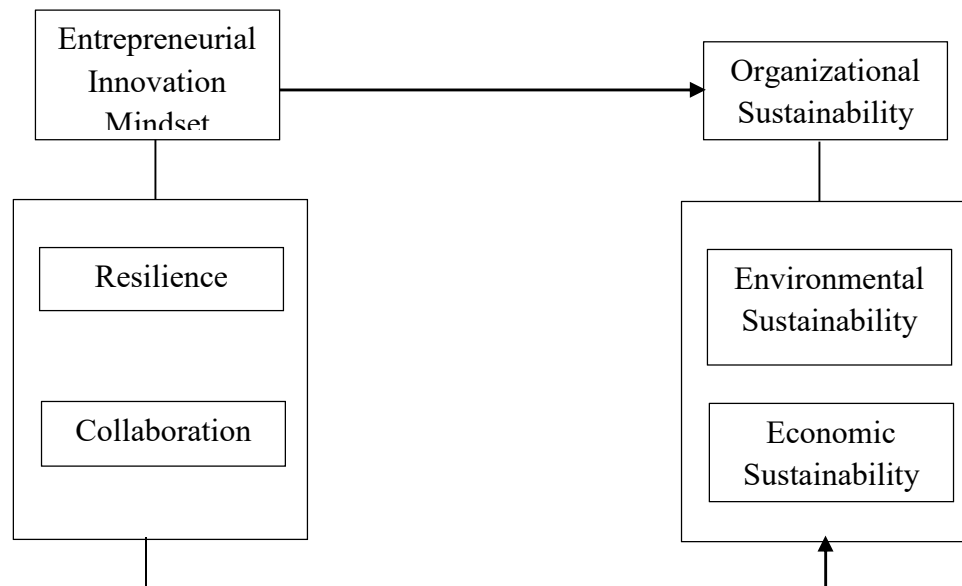
**HO<sub>3</sub>:** There is no relationship between collaboration and environmental sustainability of Manufacturing Firms in Rivers state

**HO<sub>4</sub>:** There is no relationship between collaboration and economic sustainability of Manufacturing Firms in Rivers state.

### Review of Related Literature

The foundation of this research is on knowledge base theory. According to the literature on strategic management, the Knowledge-Based View (KBV) is based on the advancement of a firm's resource-based view (RBV). An important component of human resources' intangibles that contributes to an organization's competitive advantage is knowledge (Grant, 1996). In this sense, effective knowledge management is necessary through knowledge management, one of the techniques for gaining a competitive advantage for a business (Nonaka & Takeuchi, 2011). The formulation, integration, organisation, and application of organisational knowledge assets involve a range of methodologies, procedures, and disciplines, including knowledge management. Some aspects of the knowledge-based approach of the company are particularly intriguing. First, it incorporates and/or draws from a number of the insights made in behaviorally oriented firm theories, such as the interaction amongst action, cognition, and a shared identity of organisational members (Kogut & Zander, 1996) and the resource-based perspective on the types of competence and assets that enable sustainable competitive advantage (Barney, 1996). When developed, it may also provide a supplementary perspective to the transaction-cost economics explanation of company borders (Poppo & Zenger, 1998). In addition, it adds knowledge to a construct that was previously only understood at the individual level of analysis. In doing so, it highlights the relevance of interactions between people and groups for knowledge generation and sharing (such as routine development), in addition to the effects of these interactions for competitiveness (Grant, 1996). Third, it reflects an emerging understanding among managers and academics that the new economy gives rise to businesses that value knowledge as their most valuable asset and that these businesses may act very differently from their old-economy cousins who build their companies on a balanced portfolio of material and immaterial assets. The knowledge-based view of the firm offers new analytical tools and methodologies for comprehending such new economy firms (Teece, 1996). Fourth, a knowledge-based perspective on the company ties effectively to the parallel stream of knowledge management in actual practice.

### Conceptual Framework



**Figure 1:** A conceptual framework showing the link between entrepreneurial innovation mindset and organizational sustainability.

**Source:** adapted from Fatri and Pertiwi (2019), Cella-De-Oliveira (2013).

## **Entrepreneurial Innovation Mindset**

Innovation is defined as "the power to successfully execute new ideas, processes, goods, or services, incorporating the capacity to change and adapt," and is characterized by everything that is different from "ordinary business" or that signifies a break from a previous practice. A person's thinking and behavior patterns, sensitivity to other people's feelings and trust in them, as well as their self-worth and confidence to succeed in the face of risk and uncertainty, are all examples of their mindset. The main components of entrepreneurship are creativity and innovation, the ability to use creativity, the capacity to alter the status quo, and the emphasis on value creation. These components represent an entrepreneur's attitude since they predominate in his thought process. The desire and capacity to act creatively, to alter the status quo through the combination of resources, to add value to the business and the consumer, and to take calculated risks with confidence are thus characteristics of the entrepreneurial mind.

A certain mental state that directs behavior toward entrepreneurial activities and outcomes is referred to as having an entrepreneurial mindset. Opportunities, innovation, and the production of new value are frequently attractive to those with entrepreneurial mindsets. The term "entrepreneurial mindset" refers to the traits that set entrepreneurs apart from non-entrepreneurs. These traits include a person's motivations, thought patterns, and talents. It results from metacognitive awareness. It also refers to the capacity to identify shifting needs and environments, adapt one's way of thinking, and arm oneself with the necessary tools. Davis et al. (2016) revised their definition of the entrepreneurial mindset to include the capability to quickly recognize, take action, and gather resources to be able to take advantage of opportunities when making choices in the face of uncertainty. Entrepreneurial mindset, according to McMullen and Kier (2016), the capacity to identify possibilities and maximize them despite the limitations of already available resources.

The conventional wisdom has long held that the foundation of any business endeavor must be a brilliant idea, including a fantastic product, a workable market, a sizable supply of resources, etc. Having a brilliant idea is unquestionably necessary for any good organization, but what is even more crucial is consistently turning that idea into reality and maintaining the business' competitiveness. Here, an entrepreneurial mindset plays a crucial part in turning a business idea into reality and takes on a new dimension, notably the capability to successfully combine a fantastic idea with leadership. Managers must continually work to improve and transform the ways that firms compete in a market where innovations are essential for success. This mindset is necessary and ought to rule the entrepreneur's thoughts.

Innovation, which entails turning original ideas into practical applications, is essential to the entrepreneurial mindset. Innovation might be used to describe when we discover a better product, process, or procedure to complete a task. Organizations keep themselves active in ongoing experimentation and change to create innovative processes in order to gain competitive dominance. Innovative practices place a business in a distinct paradigm, allowing it to recognize new opportunities and apply superior techniques to create new and improved product and service types. Innovation is, after all, the foundation of any "living and active" firm. Entrepreneurs should be open-minded, collaborative, and risk-takers if they want to succeed in their endeavors since innovation is an active act of experimentation and change. Developing new ideas, methods, and techniques to improve operations and find new approaches to maximizing organizational operations are all made possible by innovation.

## **Resilience**

Employee resilience is the degree to which workers are able to regulate to change and setbacks at work and recover from adversity to be able to become stronger than they were before (Caniels & Hatak, 2019; Näswall et al., 2015). Numerous studies demonstrate that resilient employees work more effectively. on the job and are more committed to the firm (Meneghel et al., 2016; Wang et al., 2017). Similar to this, it has been demonstrated that resilience fosters personal innovation by giving people the stamina to overcome obstacles and setbacks that are a part of innovative work endeavors (Moenkemeyer et al., 2012).

It has been suggested that employee resilience comprises of two parts: a trait component (a relatively stable personality trait; Canils & Baaten, 2019; Xanthopoulou et al., 2009; Luthans, 2002) and a state component (a behavior that varies over time and across situations; Kuntz, Connell, & Näswall, 2017; Kuntz, Malinen, & Näswall, 2017; Britt et al., 2016) According to Kuntz, Malinen, and Näswall (2017), it demonstrates "not only the capability to recover from adversity but also the capacity to employ and proactively create personal and professional resources." According to Smith et al. (2008) and Kuntz, Malinen, and Näswall (2017), trait resilience and behavioral resilience are the two main topics of studies on resilience.

Resilience is defined as a personality trait as "the capacity to recover, resist sickness, cope with stress, or flourish in the face of adversity" (Smith et al., 2008). People that are resilient bounce back quickly from tough circumstances.

Resilience enables people to easily endure hardships and swiftly bounce back from setbacks (Smith et al., 2008). As a result, resilience can be viewed as a personal resource, a character quality that equips people with the capability to deal with challenges and difficulties at work (Hystad et al., 2011; Salmela-Aro & Upadaya, 2018). Additionally, an increasing number of research contend that individual resources can increase and change throughout time (Demerouti et al., 2011; Xanthopoulou et al., 2009). Based on these studies, resilience is conceptualized as a behavioral capability (Kuntz et al., 2016; Kuntz, Malinen, & Näswall, 2017), i.e., a skill that can be acquired and supported by organizational practices (Demerouti et al., 2011; Wang et al., 2014), in addition one that may be influenced by an enabling organizational context (Näswall et al., 2019). According to Kuntz et al. (2016) and Näswall et al. (2019), this conception of resilience emphasizes the continuing development, adaptability, and growth of individuals at work. According to Näswall et al. (2019), acting resiliently at work entails having the "capacity to regulate to adversities and seek out possibilities for ongoing improvement."

Optimistic thinking (Kumpfer, 1999), positive feelings in trying circumstances (Fredrickson et al., 2003), and positive cognition with regard to of contentment at work are all strongly linked to resilience (Meneghel et al., 2016). Furthermore, resilient workers find fulfillment and worth in their employment (Luthans et al., 2007; Youssef & Luthans, 2007). Because of this, Individuals having a strong attribute resilience are more likely than those with low trait resilience to see greater tangible and intangible rewards for learning at work as signs of an appreciative environment (Nikolova et al., 2014).

The likelihood of employees perceiving greater resources available to them is higher when they have strong trait resilience. Employees that are resilient build Greater attachment to coworkers and are more open to trying new things by fusing their knowledge and experiences from the past with their current ones (Luthans et al., 2007). Employees that possess substantial amounts of resilience characteristics are therefore more likely to see organizational policies and practices that promote access to learning resources as signs of a facilitation climate than employees with low levels of trait resilience, who might feel threatened in their current tasks (Nikolova et al., 2014).

High levels of self-efficacy are a trait of resilient (Lee et al., 2013). Negative criticism, rejection from others, and even repeated failure, which can be devastating for those with low self-efficacy, have minimal effect on those with high efficacy (Bandura & Locke, 2003; Niessen et al., 2016). Instead, tough workers seize the chance to "bounce back" from failure. Therefore, Workers who exhibit exceptional resilience have fewer than employees with low levels to interpret a absence of psychological safety when mistakes are made as indicating climate for avoiding errors (i.e., climate that supports a working atmosphere dominated by fear or anxiety of making mistakes during work; Nikolova et al., 2014; Van Dyck et al., 2005).

### **Collaboration**

Collaboration is founded on the capacity to respect the legitimate interests of the other party while still advancing one's own. By working together with the other parties concerned, collaborating seeks to resolve the conflict. Consequently, communication is crucial to this technique. With this technique, an effort is made to learn more about the issue and pinpoint the demands of the parties involved without erasing their different interests from consideration. Without sacrificing their own satisfactions, those who are collaborating try to find a creative solution that works Walker et al (1974).

Collaboration is crucial to conflict resolution and takes both great courage and careful thought. Collaboration with the other party entails hearing their perspective, talking about points of agreement and objectives, and making sure that everyone is on the same page. To tackle the issue through collaboration, innovative problem-solving is necessary. The majority of the time, collaborators are admired and respected. Working together with others to solve problems is known as collaboration, joint problem solving, or mutual problem solving. The collaboration rule is effective when participants are open to working together, there is sufficient time for discussion, the problem lends itself to cooperation, resources are scarce and bargaining would be preferable, and levels of conflict and trust are not too high. To satisfy both sides is the main goal. Finding a win-win solution is the aim, and it is both very assertive and very cooperative.

The collaborative style can be used to integrate solutions, learn, combine ideas, gain commitment, and enhance relationships. By using this approach, you can encourage open discussion of issues, task competency, and equitable task distribution among team members, improved brainstorming, and the growth of creative problem-solving. In a collaborative atmosphere, this approach is suitable for frequent use. Using active or effective listening, approaching an issue in a non-threatening manner, analyzing input, and identifying underlying concerns are all examples of

collaborative skills. In support of all these conflict resolution techniques, Walker et al. (1974) outline their five approaches to conflict residue as follows: Arbitration, moot, mediation, and autocratic decision-making.

Collaboration gives staff members the opportunity to take part in conflict resolution, fostering a sense of community and morale that in turn improves work output. When all the disputing parties come together, examine the specifics of the disagreement, and make an effort to consider the other parties' goals, the collaboration strategy yields a win-win solution (Newstorm, 2007). By lowering stress, hostility, and team member distraction, a win-win negotiating conclusion can aid in enhancing team performance (Mannix & Jehn, 2001).

### **Organizational Sustainability**

An economic, social, and ecological term is sustainability, according to Boudreau and Ramstad (2005). It is meant to be a method of planning civilization and human activity so that society and its members can meet their needs and realize their full potential in the present moment while also protecting biodiversity and making plans and taking actions that will enable us to uphold these ideals indefinitely. Providing for people and the environment in the best possible ways both now and in the foreseeable future is sustainability (Colbert and Kurucz, 2007).

The Board of Directors of Ford put a strong emphasis on sustainable growth, which is defined as "the capacity to fulfil the requirements of current customers while considering the requirements of the future generations" (Ford, 2012). A corporate strategy that adds value while preserving and enhancing social, financial, and environmental capital is included in sustainable growth. The foundation of sustainability in an organizational context, according to the Chartered Institute of Personnel and Development (CIPD, 2012), is "the notion of upgrading the societal, environmental, and economic systems within which a corporation functions." The idea of a three-way emphasis for organizations aiming for sustainability is introduced in this. Sustainability, according to Colbert and Kurucz (2007), "implies a concurrent approach to the economic, social, and environmental performance."

It is frequently said that sustainability is a three-dimensional notion that encompasses environmental, social, and economic sustainability. Environmental sustainability emphasizes how human activity affects the ecosystem's carrying capacity (such as materials, energy, land, water, etc.). The term "social sustainability" relates to the social well-being of the populace and the balancing of individual and communal needs (equity). Last but not least, economic sustainability emphasizes resource utilization that maximizes market value and operational profit (Olawumi & Chan, 2018). According to Barkemeyer et al. (2014), organizations play a crucial role in the economy and the development of a country. As a result, without their support and dedication, it would be impossible to attain the long-term objective of meeting sustainability targets and enhancing overall sustainability performance. Since the publication of the Brundtland report in 1987, the concept of sustainability has been used as an organizational concept in an expanding number of settings. In spite of this, organisational sustainability doesn't seem to have a widely accepted concept, but it has been defined as the incorporation of sustainable development principles into organizational operation. Elkington (1998) created the triple-bottom-line (TBL) concept of organizational sustainability in response to this realization, highlighting the fact that it is all about striking a harmony among the three key aspects of sustainability. Gray (2010), however, questioned the value of TBL-driven organizational sustainability and criticized how difficult it is to strike the appropriate ratio of each of the three aspects of sustainability in a business environment that is driven by profit-driven behavior and opportunistic actions of corporate entities.

Schaltegger and Wagner (2006) analyzed organizational sustainability enactment and described it as "the performance of a corporation in all areas and for all drivers of corporate sustainability." In support of this, Orlitzky and Swanson (2012) emphasised that achieving organisational sustainability performance goals involves determining whether an organization's activities are connected to sustainable development, taking into consideration their societal obligations on an institutional, organizational, and individual level. This is consistent with Artiach et al.'s (2010) assertion that organisational sustainability performance gauges a firm's adoption of environmental, social, economic, and governance aspects into its operations and, in turn, how its operations would impact the firm's performance; consequently, the society and environment.

### **Environmental sustainability**

Maintaining natural capital is necessary for environmental sustainability because it serves as a source of economic inputs (also referred to as "sources") and a sink for economic outputs (sometimes referred to as "wastes") (Daly, 1974; Pearce and Redclift, 1988; Pearce et al., 1990; Ser. ageldin, 1993). Resources must be harvested at a rate that doesn't exceed rates of regeneration at the "source site." Waste emissions from industrial operations must be managed at the "sink site" so as not to exceed the environment's ability to digest them without harm (Goodland, 1995). The term "sustainable development" or "sustainability" is now frequently defined solely in terms of "environmental

sustainability." According to this myth, the only issue with the current model of global development is that it is harming the environment. However, this viewpoint is incredibly superficial since it disregards the market pressures and social injustices that are causing environmental degradation. In particular, the close relationship between "economic sustainability" and "environmental sustainability" has been noted by Goodland (1995) as an area of overlap between economic, social, and environmental "sustainability". Given that development theory has concentrated on issues of economic underdevelopment and the reduction of poverty in developing countries, and was slow to react to unprecedented threats to the global environment, it is appropriate that "environmental sustainability" has received unprecedented attention in recent years.

### **Economic sustainability**

Economic sustainability refers to the employment of diverse tactics for making the best use of already-available resources so as to make a long-term balance that is both responsible and advantageous. From a stakeholder or outside perspective, a "strong sustainability" stance is highlighted. It states that economic systems enable sustainable social and environmental results, with economics acting as the mechanism through which social and environmental outcomes are produced by humans.

Economic sustainability refers to a manufacturing system that meets current consumption levels without compromising the requirements of the future. The economic system itself must be sustainable in order for there to be "economic sustainability." Hicks is credited with creating the concept of "economic sustainability" in his famous book *Value and Capital* (1939; second edition 1946). Hicks defined "income" as "the amount one may spend during a time and still be in as good of a position at the conclusion of the period." In the past, economists overemphasised the market's ability to distribute resources effectively since they believed the availability of natural resources to be infinite. Additionally, they thought that economic development would lead to the development of the technology needed to replace natural resources that were depleted during production. Today, however, it is becoming clear that natural resources are finite. The natural resource base is under stress due to the economic system's expanding magnitude. The viability of unchecked expansion and exponential consumption has thus been called into doubt by numerous writers, including Goodland. To appropriately discuss "economic sustainability," according to Goodland (1995), "the definition of Hicksian income must be generalized from its single concentration on human-made capital and its surrogate money to embrace the other three forms of capital natural, social, and human".

### **Empirical Review**

Joy & Ajor (2020) carried a study on Risk-Taking Mindset and Organizational Sustainability of Small and Medium Enterprises in Bayelsa State, Nigeria. The study adopted the cross-sectional survey of quasi-experimental design. The population of the study was carried out in bayelsa state. While the probability simple random sampling technique were used to guarantee equal chance of being selected. A target population of 426 registered small and medium enterprises in Bayelsa State were drawn from SMEDAN and National Bureau of Statistics, collaborative study, selected findings. Data were obtained through the use of structured questionnaire survey from the accessible population of 50 small and medium enterprises from the study population of 1,200 owner, managers and supervisors. Taro yamen sample size formular was used to obtain 300 respondents. Data analysis was done using the Spearman Rank Order Correlation Co-efficient with the aid of statistical package for social science (SPSS), version 21. The study discovered that a positive significant relationship exist among the independent variable (Risk-taking mindset) and the dependent variable (organizational sustainability). This was based on the fact that the null hypotheses tested were all rejected giving room for the acceptance of the alternate hypotheses. Based on the revelation, the study concludes that firms, whether small or medium should take seriously the importance of risk-taking mindset as the inability of it has a major effect on sustain business performance. The study therefore recommends that an effective sustainable risk management framework can help entrepreneurs and managers to identify emerging issues of concern that may affect supply chain, operations and production which may affect sustained organizational performance.

Alikor & Ajor (2020) carried out a study on Innovative Mindset and Organizational Sustainability of Small and Medium Enterprises in Rivers State, Nigeria. The study adopted the cross-sectional survey of the quasi-experimental design. The population of the study occurred in Rivers State, Nigeria, while the probability simple random sampling techniques were used to ensure equal chance of being selected. The theoretical foundation was built on the Resource Based View Theory of the firm. The population of the study consists of 1,200 owner, managers and supervisors of the small and medium enterprises operating in Rivers State, Nigeria. The Taro Yemen sample size determination formula was used to obtain 300 participants. The study made use of 50 selected accessible enterprises in Rivers State. Data were collected through a structured questionnaire survey on the respondents while the data analysis was done using

the Spearman Rank Order Correlation Coefficient with the aid of the statistical package for social sciences (SPSS) version 21. The study revealed that a positive significant relationship exists between the predictor variable (innovative mindset) and the criterion variable (organizational sustainability). This was evidence from the fact that the null hypotheses tested were all rejected, giving room for the acceptance of the alternate hypotheses. Based on the research, the study concluded that SMEs chief executives, managers and employees should be entrepreneurial innovative in practicing organizational sustainability by initiating a strategic actions and campaigns towards achieving eco innovation, that will increase small and medium enterprises in Nigeria. Therefore, the study recommends that Small and Medium Enterprises should adopt the application of sustainability initiative goal (2030) by the United Nations World Commission on Environment and Development on innovation, industry and infrastructure designed at building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation for sustainable performance.

Asenge, Emmanuel, Diaka, Hembadoon; Soom, & Alexander (2018) carried out a study on Entrepreneurial Mindset and Performance of Small and Medium Scale Enterprises in Makurdi Metropolis, Benue State-Nigeria. A cross sectional survey was used for this study. The study was conducted in Benue State. A questionnaire was used to collect data. Data from a sample of 250 SMEs in Makurdi metropolis which were selected through the population statistics was obtained from Benue Chamber of Commerce, Industries, Mines and Agriculture (BECCIMA) and Benue State Ministry of Trade and Investment. A stratified random sampling method for data analysis. Collected data were analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS). Correlation and multiple regression analysis were used to test the hypotheses and analyze the data. The study revealed that innovativeness, creativity, business alertness and risk taking were significant in affecting performance of SMEs. The study concluded that entrepreneurial mindset or lack of it has a major effect on SMEs performance and much economy is bended towards growth and development, it would have to embrace this concept. The study recommended that all the policy makers and all stake holders should re-strategize and create forums that can promote entrepreneurial mindset among the existing and potential entrepreneurs.

Konradsson and Witsenboer (2020) carried out a research on the relationship between a sustainable mindset and organizational performance: A multiple case study in the Dutch and Swedish organic food sector. A quantitative design was used for this study. The study was carried out both in Sweden and Dutch. An interview was used to obtain data, the interviewees are mainly with management, but to obtain a comprehensive understanding of the organization, we are also interviewing lower-tier employees. A purposive sampling is adopted for the purpose of this research. Data was analyzed using qualitative content analysis. This study has found that the sustainable mindset does support organizational performance. The research participants all indicate that their sustainable mindsets are deeply ingrained into the organizations' core missions. The mindset urges individuals to act sustainable in every respect, both on an individual and on an organizational level. The sustainability movement shaped by the study participants does therefore support organizational performance in various ways, as it directly.

Mfon, Uwa & Ekanem (2022) carried their research to examine the relationship between business innovation on organizational sustainability in Nigeria and survey research design was adopted for the study and a sample size of 196 entrepreneurs was drawn for the study. Data collected were analysed using simple percentage and Pearson Product Moment Correlation. Results gotten from the data show that there is a significant correlation between variables of business innovation such as product innovation, process innovation and marketing innovation and organizational sustainability variables of environmental, social and economic sustainability among entrepreneurs in Akwa Ibom State. The author concluded that the respondents attributed that product innovation enhance environmental sustainability.

### **3.0 Methodology**

This study used a cross-sectional survey and the population of the study consists of 300 owner/managers and supervisors of small and medium enterprises operating in Rivers State. The sample size was determined using the Krejcie and Morgan (1970) formula for sample size determination. As a result, 196 questionnaires were distributed to managers and supervisors of small and medium enterprises chosen. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in the sample case selection. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.



#### 4.0 Result

A total of 196 questionnaires were distributed to respondent, however, only 166 copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.

**Table 1 Resilience and Environmental Sustainability**

Correlations				
			Resilience	Environmental Sustainability
Spearman's rho	Resilience	Correlation Coefficient	1.000	.723**
		Sig. (2-tailed)	.	.000
		N	166	166
	Environmental Sustainability	Correlation Coefficient	.723**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166
**. Correlation is significant at the 0.01 level (2-tailed).				

**Ho1: There is no significant relationship between Resilience and environmental sustainability of Manufacturing Firms in Rivers State.**

The result of the analysis in Table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.723$  between Resilience and environmental sustainability. This means that there is a significant relationship between Resilience and environmental sustainability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Resilience and environmental sustainability*.

**Table 2 Resilience and Economic Sustainability**

Correlations				
			Resilience	Economic Sustainability
Spearman's rho	Resilience	Correlation Coefficient	1.000	.723**
		Sig. (2-tailed)	.	.000
		N	166	166
	Economic Sustainability	Correlation Coefficient	.723**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Output, 2022

**Ho2: There is no significant relationship between Resilience and economic sustainability of Manufacturing Firms in Rivers State.**

The result of the analysis in Table 2 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.723$  between Resilience and economic sustainability. This means that there is a significant relationship between Resilience and economic sustainability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Resilience and economic sustainability*.

**Table 3 Collaboration and Environmental Sustainability**

Correlations				
			Collaboration	Environmental Sustainability
Spearman's rho	Collaboration	Correlation Coefficient	1.000	.731**
		Sig. (2-tailed)	.	.000
		N	166	166
	Environmental Sustainability	Correlation Coefficient	.731**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166

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

Source: SPSS Output, 2022

**H03: There is no significant relationship between Collaboration and environmental sustainability of Manufacturing Firms in Rivers State.**

The result of the analysis in Table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.731$  between Collaboration and environmental sustainability. This means that there is a significant relationship between Collaboration and environmental sustainability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Collaboration and environmental sustainability*.

**Table 4 Collaboration and economic sustainability**

Correlations				
			Collaboration	Economic Sustainability
Spearman's rho	Collaboration	Correlation Coefficient	1.000	.719**
		Sig. (2-tailed)	.	.000
		N	166	166
	Economic Sustainability	Correlation Coefficient	.719**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166

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

**H04: There is no significant relationship between Collaboration and economic sustainability of Manufacturing Firms in Rivers State.**

The result of the analysis in Table 4 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.719$  between technology Collaboration and economic sustainability. This means that there is a significant relationship between Collaboration and economic sustainability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Collaboration and economic sustainability*.

## 5.0 Discussion of Findings

### Resilience and Environmental Sustainability

The bivariate hypotheses between Resilience and Environmental Sustainability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p = 0.000 < 0.05$ ) which implies that Resilience has a significant relationship with Environmental Sustainability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.723. This thus reveals Resilience accounts for a minimum of 80.1% level of Environmental Sustainability. The first objective of the study which sought to examine if Resilience relates with Environmental Sustainability was

achieved. This finding agrees with that of Konradsson and Witsenboer (2020) sustainable mindset in resilience does support organizational performance.

### **Resilience and Economic Sustainability**

The bivariate hypotheses between Resilience and Economic Sustainability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that Resilience has a significant relationship with Economic Sustainability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.723. This thus reveals Resilience accounts for a minimum of 71.2% level of Economic Sustainability. The second objective of the study which sought to examine if Resilience relates with Economic Sustainability was achieved. This findings agrees with Joy & Ajor (2020) as they conclude that firms, whether small or medium should take seriously the importance of resilience and risk-taking mindset as the inability of it has a major effect on sustainability of the firm.

### **Collaboration and Environmental Sustainability**

The bivariate hypotheses between Collaboration and Environmental Sustainability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that Collaboration has a significant relationship with Environmental Sustainability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.731. This thus reveals Collaboration accounts for up to 73.1% level of Environmental Sustainability. The third objective of the study which sought to examine if Collaboration relates with Environmental Sustainability was achieved. This findings agrees with that of Alikor & Ajor (2020) who stated that SMEs chief executives, managers and employees should collaborate more in entrepreneurial innovative in practicing environmental sustainability.

### **Collaboration and Economic Sustainability**

The bivariate hypotheses between Collaboration and Economic Sustainability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that Collaboration has a significant relationship with Economic Sustainability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.719. This thus reveals Collaboration accounts for up to 71.9% level of Economic Sustainability. The fourth objective of the study which sought to examine if Collaboration relates with Economic Sustainability was achieved. This findings agrees with Mfon, et. al. (2022) who pointed out there is a significant correlation between variables of entrepreneur innovation such as product innovation and collaboration and organizational sustainability variables of environmental and economic sustainability among entrepreneurs.

## **6.0 Conclusion and Recommendations**

Based on the findings, the author concludes, that small and medium enterprise's executive officers, supervisors, and workers should be allowed some freedom to practice innovative ideas for the growth in organizational and personal sustainability which in turns encourage clean and greener management of their organization. Small and medium enterprises (SMEs) owners, workers and managers should be more innovative in entrepreneurial practice, while remembering the economic, social and environmental implications of their operations in the surroundings. In conclusion, enhancing entrepreneurial innovation mindset in terms of resilience and collaboration, tend to improve the organizational sustainability within small and medium enterprises and in return boast the economy. It therefor recommended that;

- Management and Owners of Small and medium enterprises needs to understand the importance of resilience and collaboration in its enterprise and encourage it as such will help enhance their sustainability.
- Owners of enterprises, whether small or medium, should ensure collaboration effort as such will help in enhancing their economic sustainability.
- The owners of SMEs should ensure behavioural resilience as such will help in boosting their sustainability.
- The owners of SMEs need to develop a culture of innovativeness in order to enhance their sustainability in the business domain.

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