

Examining the Effect of Organisational Capability on Social Entrepreneurship and Sustainable Community Development in South Western Nigeria

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Paper Number: 240323

Abstract:

This study investigates the mediating effect of organisational capability on social entrepreneurship and sustainable community development in South Western Nigeria. The study employed quantitative approach using survey research method with a structured questionnaire and proportional stratified random sampling techniques to gather response from 507 regular household population comprising of individuals, Community Development Associations (CDAs) leaders and beneficiaries of social enterprise in South Western Nigeria. Partial Least Square of Structural Equation Modelling (PLS-SEM) was used for data analysis. The study revealed that commercial activities and social change intention does not have significant direct effects on sustainable community development. Conversely, inclusive governance and organisational capability have significant direct effect on sustainable community development. Organizational capability mediate the relationship from social change intention, commercial activities and inclusive governance to sustainable community development in South Western Nigeria. Thus, the study conclude that this findings provide an empirical backing for the mediating role of organizational capability in the model of the study. The implication of the findings illuminated that in an increasingly deprived environment where social problems are in persistent increase, addressing social issues requires organisational capability. The study recommend that social entrepreneurs should develop appropriate capacity to strengthen their organisational capabilities before embarking on social mission and change making activities in their communities.

Keywords: Social entrepreneurship, organisational capability, sustainable community development, South Western Nigeria.

1.0 Introduction

Sustainable community development has emerged as a critical global priority in response to persistent socio-economic challenges such as poverty, unemployment, inequality, and environmental degradation (Hariramet *al.*, 2023; Aliuet *al.*, 2025). Developing countries continue to face structural constraints that hinder inclusive growth and long-term sustainability. Within this context, social entrepreneurship has gained prominence as an innovative mechanism for addressing social problems while promoting economic and community development.

Social entrepreneurship represents a hybrid approach that integrates social value creation with entrepreneurial practices (Glasbeeket *al.*, 2024). It emphasizes innovation, sustainability, and social impact rather than profit maximization alone. Social enterprises play a significant role in delivering essential services, empowering marginalized populations, and fostering economic resilience within communities. However, the success and sustainability of social entrepreneurial initiatives depend largely on the organizational capabilities that support their operations. Organizational capability refers to an organization's ability to effectively coordinate and utilize resources, competencies, and knowledge to achieve strategic objectives (Vezinaet *al.*, 2019).

In Nigeria, particularly in the South Western region, socio-economic challenges such as youth unemployment, poverty, inadequate infrastructure, and social inequality remain significant concerns (Hart, 2024). Despite increasing government interventions and private sector initiatives, sustainable community development remains limited. Social entrepreneurship has been recognized as a viable mechanism for addressing these challenges; however, empirical evidence on the role of organizational capability in enhancing social entrepreneurship and community sustainability remains insufficient (Aliuet *al.*, 2025).

Existing studies have largely focused on entrepreneurship, organizational performance, or sustainable development independently, with limited attention to the interaction between organizational capability, social entrepreneurship, and sustainable community development within developing economies (Osabohienet *al.*, 2023). This gap necessitates empirical investigation into how organizational capabilities influence social entrepreneurial performance and sustainable development outcomes.

The main objective of this study is to examine the effect of organizational capability on social entrepreneurship and sustainable community development in South Western Nigeria. The study contributes to knowledge by providing empirical insights into how organizational capabilities enhance social entrepreneurship and support sustainable community development within a developing country context.

2.0 Literature Review

2.1 Social Entrepreneurship

Social entrepreneurship remains ambiguously defined, and the demarcations with related fields of inquiry are indistinct (Bhardwaj *et al.*, 2023). Varied interpretations exist among different scholars. According to Hidalgo *et al.* (2024), it can be perceived as a mechanism for generating value through the novel combination of resources.

Social entrepreneurship involves the application of entrepreneurial principles to solve social problems and create social value. It focuses on innovation, opportunity recognition, and sustainable solutions to societal challenges (Hidalgo *et al.*, 2024; Kamaludinet *al.*, 2024). Unlike conventional entrepreneurship, which emphasizes profit maximization, social entrepreneurship prioritizes social impact and community well-being.

Social entrepreneurship contributes to sustainable development by fostering economic participation, reducing social inequality, and enhancing community resilience (Adeyeye *et al.*, 2019; Chenavaz *et al.*, 2023).

2.2 Sustainable Community Development

Sustainable community development refers to the process of improving the social, economic, and environmental conditions of communities in a manner that ensures long-term well-being (Nordberg *et al.*, 2020). It involves a balanced integration of economic growth, social equity, and environmental protection.

The perception of sustainability of communities' development is professed as a societal endeavor that enables communities to strategically function, work together, and devise tactics in accomplishing developmental intents and increase social capabilities. Mousazadeh (2025) emphasized the existence of diverse traditions, methodologies, and approaches to community development, while continuing to uphold core values including cooperation, involvement, empowerment, enlightening stakeholders, and establishing alliances. Sustainable community development involves planned efforts to build possessions that empower populaces to enhance their life quality. These possessions may embrace innumerable forms of communities' capital, comprising social, ecological material, human, and economic resources (Jimoh *et al.*, 2025).

2.3 Organizational Capability and Social Entrepreneurship

Organizational capability plays a critical role in determining the success of social enterprises (Nordberg *et al.*, 2020). Strong capabilities enhance the organization's ability to identify opportunities, mobilize resources, manage stakeholders, and implement innovative solutions. Organizations with higher capability levels are more effective in achieving social impact and sustainability (Pundziene *et al.*, 2022).

Empirical studies suggest that organizational capability positively influences entrepreneurial performance, innovation outcomes, and organizational effectiveness (Pundziene *et al.*, 2022). It also enhances strategic decision-making and operational efficiency in social enterprises.

2.4 Organizational Capability and Sustainable Community Development

Organizational capability contributes to sustainable development by improving service delivery, enhancing community engagement, and facilitating long-term development initiatives (de Aro and Perez, 2021). Organizations with strong capabilities can implement sustainable programs, maintain stakeholder relationships, and ensure efficient resource utilization.

Effective organizational systems enable social enterprises to address complex societal challenges and achieve sustainable community outcomes (Phillips *et al.*, 2019). Scholars have emphasized that social enterprises encounter two primary challenges in attaining sustainable community development: exploring and exploiting existing resources and competencies, and innovating new ones (Ali *et al.*, 2025).

2.5 Conceptual framework

Figure 2.1 presents the study's conceptual framework

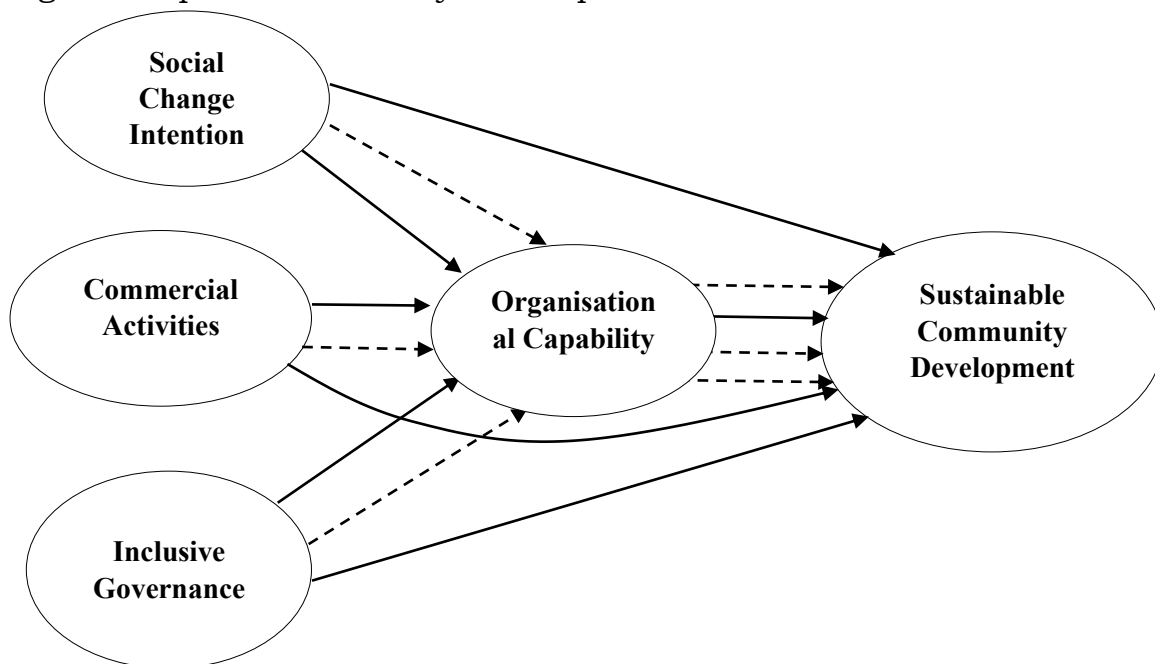


Figure 2.1 Conceptual Framework of the Study

Source: Author (2026)

The conceptual framework illustrates how social change intention, commercial activities of social enterprises, and inclusive governance directly affect sustainable community development. The organisational capability of social enterprises acts as a mediator, represented by broken arrows, linking core social entrepreneurial activities to outcomes like educational empowerments, employment generations and community wellbeing.

2.6 Theoretical Framework

This study is anchored on the Resource-Based View (RBV) theory, which posits that organizational resources and capabilities serve as sources of competitive advantage and performance improvement (Acar and Polin, 2015). The RBV emphasizes that valuable, rare, and inimitable capabilities enhance organizational effectiveness and sustainability (Aliu and Oni, 2021; Aliu and Oni, 2021).

The evolution of resource-based view theory can be traced back to Edith Penrose's work on the growing of organizations in 1959, emphasizing the importance of organisation internal resource and capabilities for growth and development (Acar and Polin, 2015; Aliu *et al.*, 2021).

2.7 Hypothesis Development

Based on the literature, the study proposes the following hypotheses:

1. Social entrepreneurship has no significant effect on sustainable community developments in Southwestern, Nigeria
2. Organizational capability significantly influences sustainable community development.
3. Mediating effect of organisational capability has no significant effect on social entrepreneurship and sustainable community developments in Southwestern Nigeria.

3.0 Methodology

3.1 Research Design

The study adopted a quantitative research design using a cross-sectional survey approach. This design enabled the examination of relationships among organizational capability, social entrepreneurship, and sustainable community development.

3.2 Population and Sampling Technique

The populations for this investigations comprises the total household population in South Western Nigeria. According to the 2006 census data report, there are 6,311,989 regular household population in South Western Nigeria (National Bureau of Statistic, 2023). The National Bureau of Statistic (NBS) (2023) projected 54.84% percentage increase with 2.53% growth rate in Nigerian population from 2006 to 2022. Conversely, a projected increase in regular household population using the NBS (2023) percentage increase was used for the study population. Thus, the projected total number of regular household population in the South Western Nigeria is estimated to be 9,773,484 households. Table 3.1 shows the projected regular household population of the study area.

Table 3.1: Projected Numbers of Household Population in South Western Nigeria

S/N	State	2006 Census	Projected Household
1	Lagos State	2,195,842	3,400,042
2	Oyo State	1,248,105	1,932,566
3	Ogun State	880,970	1,364,094
4	Osun State	730,313	1,130,817
5	Ondo State	763,020	1,181,460
6	Ekiti State	493,739	764,505
	Total	6,311,989	9,773,484

Source: Developed from National Bureau of Statistics (2023) projected increase in Population

3.3 Sampling Size and Sampling Techniques

The sampling size (n) for this investigation was gotten from the predictable total numbers of regular household in South Western Nigeria, estimated at 9,773,484 (NBS, 2023).

Sample determination of Yamani (1967) was applied to calculate the required sample.

The formula is presented as:

$$n = N / 1 + Ne^2$$

$$n = 400$$

Therefore the sample size of this study is 400. However, in direction to make provision for non-responses rates that is established to be common in studies conducted in social sciences in Nigeria according to Asikhi and Naido (2020), a buffer of 30% as suggested by Polas (2024), that is, 120 was added to make 520 samples. Therefore a proportional stratified random samplings technique was use to choose 520 regular household from all the six state. In the selection process, each state regular household are grouped into strata since the population is too large. Random samples are then selected from each stratum.

Sample was obtained using Nguyen et al., (2021) stratified random sampling formula:

$$N = (\text{Sample size} / \text{Population size}) \times \text{Stratum}$$

To this end, a sample size of 520 regular household with 180, 103, 73, 60, 63 and 41 regular household in Lagos, Oyo, Ogun, Osun, Ondo and Ekiti State respectively. Furthermore, regular household was randomly selected for the study in each stratum. During data collection from regular household population in each stratum, preference was given to Community Development Associations (CDAs) leaders, Communities Developments Services (CDS) leader and beneficiaries of social enterprises.

3.4 Method of Data Collections

The primary mechanisms for data gathering was mainly questionnaire focusing on the perceptions of social entrepreneurs in accomplishing sustainability in communities' developments. The data gathering procedures was facilitated through teams of cautiously designated and competent researches assistants in each state of Southwestern Nigeria.

3.5 Data Analysis Techniques

The study adopted PLS-SEM to measure the mediating effect of organisational capability on social entrepreneurship and sustainable community. This study suggested that structural equal modeling is very helpful when developing theories and testing hypotheses (Cheung et al., 2024).

4.0 Results and Discussion

4.2 Assessment of Measurement Model

Figure 4.1 presents a summary of result of the PLS-SEM analysis between the variables of social entrepreneurs and sustainable communities' developments as well as that of the mediating variable.

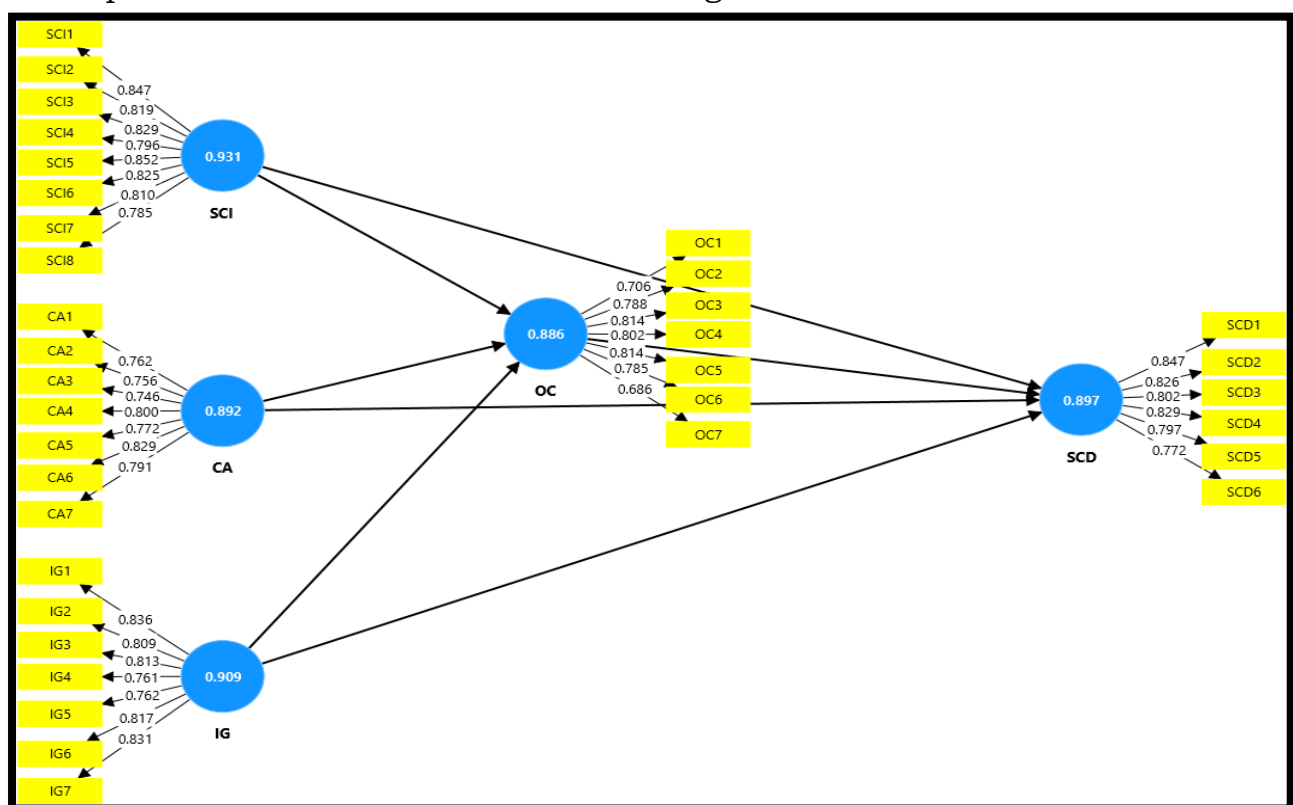


Figure 4.1: Assessment of Measurement Model

Source: Author Field Surveys (2026)

4.3 Internal consistency reliability

Internal consistency reliability is the degree to which every item on a certain scale measures the same notion (Krieglstein et al., 2022). To determine the internal consistency reliability of the instruments, the current study used the

composite reliability coefficient and Cronbach's alpha value. Table 4.2 presents the reliability results conducted showing the loadings, composite reliability (CR), Cronbach's alpha value and Average Variance Extracted (AVE).

Table 4.2 Factor Loading, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted.

Construct	Item	Factor Loading	Cronbach's Alpha	CR	AVE
Commercial Activities	CA1	0.762	0.892	0.916	0.608
	CA2	0.756			
	CA3	0.746			
	CA4	0.800			
	CA5	0.772			
	CA6	0.829			
	CA7	0.791			
Inclusive Governance	IG1	0.836	0.909	0.928	0.647
	IG2	0.809			
	IG3	0.813			
	IG4	0.761			
	IG5	0.762			
	IG6	0.817			
	IG7	0.831			
Organizational Capability	OC1	0.706	0.886	0.912	0.596
	OC2	0.788			
	OC3	0.814			
	OC4	0.802			
	OC5	0.814			
	OC6	0.785			
	OC7	0.686			
Sustainable Community Development	SCD1	0.847	0.897	0.921	0.660
	SCD2	0.826			
	SCD3	0.802			
	SCD4	0.829			
	SCD5	0.797			
	SCD6	0.772			
Social Change Intention	SCI1	0.847	0.931	0.943	0.673

	SCI2	0.819			
	SCI3	0.829			
	SCI4	0.796			
	SCI5	0.852			
	SCI6	0.825			
	SCI7	0.810			
	SCI8	0.785			

Source: Author's Field Survey (2026)

In measuring the internal consistency of the instrument, the scale 0 – 1 was adopted, where Chronbach's Alpha coefficient less than 0.7 shows that the internal consistency or reliability of the items in the scale is low, but considered satisfactory or good when greater than 0.7, and excellent when greater than 0.8 (Kavianiet al., 2021). The reliability statistics for the study's instrument as revealed in Table 4.3 revealed a Chronbach'sAlpha value ranged between of 0.886 and 0.931, which indicated an excellent reliable level of internal consistency. Similarly, the value of composite reliability coefficient for any construct should not be less than 0.7 (Cheung et al., 2024). Thus, the reliability statistics for the study's instrument as shown in Table 4.2 revealed a composite reliability coefficient value ranged between of 0.912 and 0.943, which indicated an excellent reliable level of internal consistency.

4.5 Assessment of Structural Model

After thorough examination of the measurement model, the study examined the structural model. To ascertain the importance of the path coefficients, the current study used a typical bootstrapping approach with 5000 bootstrap samples. This was accomplished by adhering to the guidelines made by the recent researches (Cheung et al., 2024). Figure 4.9 revealed the structural model of the study.

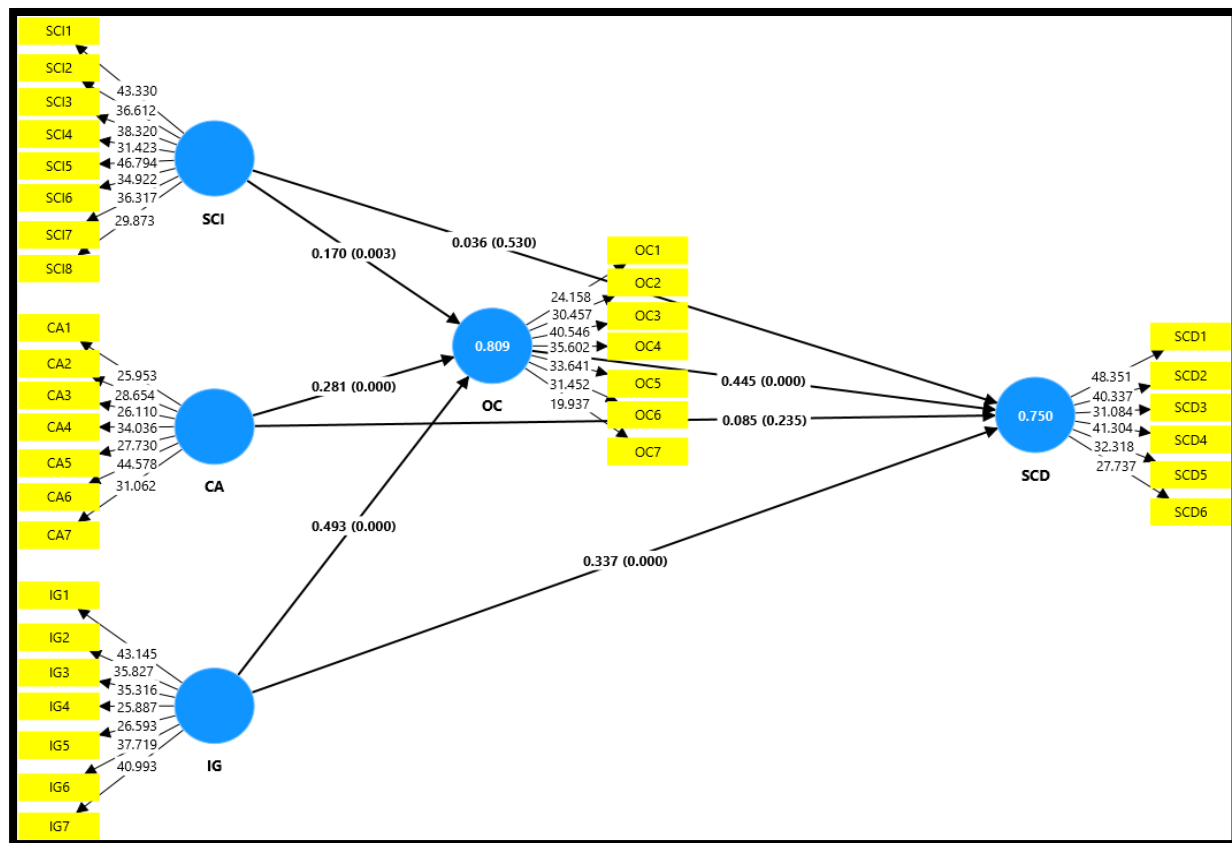


Figure 4.2: Assessment of Structural Model

Source: Author's Field Survey (2026)

4.6.1. Hypothesis testing of direct effect

Table 4.3 presents the PLS-SEM direct effect result used in testing the hypothesis of the study.

Table 4.3: Direct Effect Structural Model Assessment

Hypothesis	Relationship	Beta	P values	t values	95% Confidence Interval (With Bias Correction) of the Direct Effect	Significance (p<0.05)?	Decision
H1	SCI → SCD	0.036	0.530	0.628	[-0.085, 0.142]	No	Accepted
H2	CA → SCD	0.085	0.235	1.187	[-0.050, 0.230]	No	Accepted
H3	IG → SCD	0.337	0.000	4.113	[0.177, 0.500]	Yes	Rejected
H4	OC → SCD	0.445	0.000	5.698	[0.296, 0.604]	Yes	Rejected

	SCD		0				
H5	SCI -> OC	0.170	0.003	2.988	[0.062, 0.287]	Yes	Rejected
H6	CA -> OC	0.281	0.000	5.235	[0.181, 0.392]	Yes	Rejected
H7	IG -> OC	0.493	0.000	8.815	[0.389, 0.606]	Yes	Rejected

(N= 507. SCI= Social Change Intention; CA= Commercial Activities; IG= Inclusive Governance; OC= Organizational Capability; SCD= Sustainable Community Development)

Source: Author's Field Survey (2025)

1. H₁: Social change intention has no significant effect on sustainable community development in South Western Nigeria

The findings revealed a path coefficient of 0.036 with a p-value of 0.530 which is positively related but statistically not significant at $p < 0.05$. In view of this non statistical effect, the null hypothesis which states that: *Social change intention has no significant effect on sustainable community development in South Western Nigeria* is accepted at 0.05 significance level since the p-value is greater than the 0.05 significance level, while the alternative hypothesis is rejected.

Moreover, this result reflect the theoretical stance that resources is an antecedent rather than a guarantor of social entrepreneurial success. This finding is also similar to Aini *et al.* (2023) and Aliu *et al.* (2025) findings that social entrepreneurship exemplifies a transformational approach to social change that act as catalyst for achieving sustainable community development.

2. H₂: Commercial activities has no significant effect on sustainable community development in South Western Nigeria

The findings revealed a path coefficient of 0.085 with a p-value of 0.235 which is statistically not significant at $p < 0.05$. In view of this non statistical effect between commercial activities and sustainable community development, the null hypothesis which states that: *Commercial activities has no significant effect on sustainable community development in South Western Nigeria* is accepted at 0.05 significance level since the p-value is greater than the 0.05 significance level, while the alternative hypothesis is rejected.

This finding is contrary to traditional research that often assumes that commercial activities exert direct influence on outcomes. For example, this finding is contrary to Poi (2024) argument that economic activities of social entrepreneurship can significantly improve the access of community members to essential services and reduce the level of poverty, particularly in Nigeria.

3. H₃: Inclusive governance has no significant effect on sustainable community development in South Western Nigeria

The findings revealed a path coefficient of 0.337 with a p-value of 0.000 which is positively related and statistically significant at $p < 0.05$. In view of this statistical effect between the two variable, the null hypothesis which states that: *Inclusive governance has no significant effect on sustainable community development in South Western Nigeria* is rejected at 0.05 significance level since the p-value is less than the 0.05 significance level, while the alternative hypothesis is accepted.

The practical implication of this finding implies that enhancing inclusive governance can directly influence sustainable community development outcomes. Thus, for practical application, interventions aimed at improving inclusive governance such as fostering collaboration or innovation within groups can yield substantial direct benefits for sustainable community development.

4. H₄: Organisational capability has no significant effect on sustainable community development in South Western Nigeria

The findings revealed a path coefficient of 0.445 with a p-value of 0.000 which is positively related and statistically significant at $p < 0.05$. In view of this statistical effect between the two variable, the null hypothesis which states that: *Organisational capability has no significant effect on sustainable community development in South Western Nigeria* is rejected at 0.05 significance level since the p-value is less than the 0.05 significance level, while the alternative hypothesis is accepted.

Organizational capability acts as the institutional mechanism through which entrepreneurial intentions, social missions, and commercial strategies are transformed into effective programs that drive sustainable community development outcomes. This result suggests that focusing on organisational capability related policies or strategies is essential for achieving desired sustainable community development outcomes.

4.6.2 Hypothesis testing of Indirect Effect

Table 4.4 presents the SEM-PLS indirect effect result used in testing the hypothesis of the study.

Table 4.4: Indirect Effect Structural Model Assessment

Hypotheses	Relationship	Indirect Effect (via OC)	P values	t values	95% Confidence Interval (With Bias Correction) of the Indirect Effect	Significance (p<0.05)?	Decision

H8	SCI -> OC -> SCD	0.076	0.012	2.510	[0.026, 0.145]	Yes	Rejected
H9	CA -> OC -> SCD	0.125	0.000	4.176	[0.076, 0.199]	Yes	Rejected
H10	IG -> OC -> SCD	0.220	0.000	4.662	[0.140, 0.323]	Yes	Rejected

(N= 507. SCI= Social Change Intention; CA= Commercial Activities; IG= Inclusive Governance; OC= Organizational Capability; SCD= Sustainable Community Development)

Source: Author's Field Survey (2025)

1. H₅: Mediating effect of organisational capability has no significant effect on social change intention and sustainable community development in South Western Nigeria

The findings revealed an indirect effect of 0.076 with a p-value of 0.012 which is positively related and statistically significant at $p < 0.05$ while the direct effects from social change intention to sustainable community development is very weak ($p = 0.530$) and statistically not significant. In view of this statistical effect between the three variable, the null hypothesis which states that: *Mediating effect of organisational capability has no significant effect on social change intention and sustainable community development in South Western Nigeria* is rejected at 0.05 significance level since the p-value is less than the 0.05 significance level, while the alternative hypothesis is accepted.

This research finding is in line with Monir and Geberemeskel (2024) findings that social entrepreneurship, driven by a social mission, influences sustainable community development significantly through mediating role of social innovation.

2. H₆: Mediating effect of organisational capability has no effect on commercial activities and sustainable community development in South Western Nigeria

The findings revealed an indirect effect of 0.125 with a p-value of 0.000 which is positively related and statistically significant at $p < 0.05$ while the direct effects from commercial activities to sustainable community development is very weak ($p = 0.235$) and statistically not significant. In view of this statistical effect between the three variable, the null hypothesis which states that: *Mediating effect of organisational capability has no effect on commercial activities and sustainable community development in South Western Nigeria* is rejected at 0.05 significance level since the p-value is less than the 0.05 significance level, while the alternative hypothesis is accepted.

Thus, the study's findings add nuance to the social entrepreneurship literature by clearly demonstrating that while commercial activities are vital, their effect on sustainable community development is substantially realized through the

mediating mechanism of organisational capability. This perspective supports emerging theoretical models that emphasize the indirect pathways through which social entrepreneurial behaviour produces sustainable societal benefits.

3. H7: Mediating effect of organisational capability has no significant effect on inclusive governance and sustainable community development in South Western Nigeria

The findings revealed an indirect effect of 0.125 with a p-value of 0.000 which is positively related and statistically significant at $p < 0.05$. Similarly, the direct effects from inclusive governance to sustainable community development is very strong ($p = 0.000$) and statistically significant, while the product of the direct and indirect effect is positive (0.074). In view of this statistical effect between the three variable, the null hypothesis which states that: *Mediating effect of organisational capability has no significant effect on inclusive governance and sustainable community development in South Western Nigeria* is rejected at 0.05 significance level since the p-value is less than the 0.05 significance level, while the alternative hypothesis is accepted.

This findings reinforce prior studies that identify inclusive governance (for example, team dynamics, collective actions) as a robust driver of organizational or system-level outcomes. This study not only corroborates this but also provides a dual perspective by quantifying both its direct and indirect effects through organisational capability.

5.1 Conclusion

The study examine the effect of social entrepreneurship on sustainable community development in South Western Nigeria, while using organisational capability as a mediating variable. The findings of the study provides empirical evidence that social entrepreneurship have a strong effect on sustainable community development in South Western Nigeria ($R^2 = 0.750$, Adjusted $R^2 = 0.748$, $P\text{-value} = 0.000$). Furthermore, the study provides empirical evidence that organisational capability plays a crucial role as a mediator in the model, significantly affecting the level of effect between social change intention, commercial activities, inclusive governance and sustainable community development. Therefore, this study concludes that social entrepreneurship plays a critical role through organisational capability in facilitating sustainable community development within South Western Nigeria. In an increasingly deprived environment where social problems are in persistent increase, addressing social issues requires an awareness of social entrepreneurial initiatives and internal organizational capabilities.

5.2 Recommendations

In view of the research findings and conclusion, the following recommendations were suggested:

- i. Social enterprises should develop appropriate capacity to strengthen their organisational capabilities.

- ii. Social enterprise should focus on improving social mission and social change making in tandem with organisational capability to realize meaningful improvement in sustainable community development.
- iii. Social entrepreneurship enterprises should put in place effective social entrepreneurship activities in their organisational model and should particularly institutionalise inclusive governance mechanisms by ensuring active stakeholder participation, transparency, and shared decision-making.
- iv. An integrated policy framework for social entrepreneurship, with specific emphasis on strengthening inclusive governance and organisational capacity in achieving sustainable community development should be adopted.
- v. Government should develop appropriate leadership programs, initiates and support aimed at enhancing the organisational capability of social enterprise.

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