
ENTREPRENEURIAL LEADERSHIP AND ORGANIZATIONAL SUSTAINABILITY IN MANUFACTURING COMPANIES IN NIGERIA (SOCIAL SUSTAINABILITY PERSPECTIVE)

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ABSTRACT

Entrepreneurial leadership in Nigeria is calling for prompt attention to attain social sustainability as it will enable manufacturing companies to be sustained in its operation. Based on this need, our study investigated the relationship between entrepreneurial leadership and organizational sustainability in manufacturing companies in Nigeria from a social justice perspective. We adopted a cross sectional research design and considered the population of 230 managers and supervisors of which a sample size of 144 respondents was determined through Krejcie and Morgan sampling technique. Structured copies of questionnaire were used for data collection. Out of the 144 copies of questionnaire distributed, 130 copies were duly filled and retrieved. The data was analyzed using Spearman's Rank Order Correlation Coefficient and the findings indicate that entrepreneurial leadership has a significant effect on organizational sustainability from a social justice perspective in the manufacturing companies in Nigeria. Therefore, we recommended that Entrepreneurs in manufacturing sector in Nigeria should set reliable and achievable vision that will accommodate social justice and drive the organization to achieve sustainability. Entrepreneurs should develop passion for the employees and society by assisting in providing health care facilities and education as this will create room for organizational sustainability in manufacturing companies in Nigeria.

Keywords: Entrepreneurial Leadership, Vision, Passion, Organizational Sustainability, Social Justice.

Introduction

To sustain the organization is one of the primary objectives of entrepreneurial leadership in manufacturing companies because the activities of the manufacturing companies do not remain within the organization alone but extend to the external environment. Manufacturing companies are key players in the economic development of Nigeria, therefore their level of sustainability is well dependent on the extent to which the entrepreneurial leaders integrate social concern or justice in their operation. Additionally, most of the manufacturing companies in Nigeria are found in the private sector which shows that they are entrepreneurs who developed ideas, skills, technologies and expertise in carrying out manufacturing activities. Hence, their sustainability will rest on social justice achievements; as could be evidenced in their entrepreneurial leadership. Entrepreneurial leadership involves setting achievable vision and developing passion towards the realization of such vision to achieve organizational sustainability (Renko et al., 2015).

According to Chen (2007), entrepreneurial leadership also involves aggregating risk-taking, innovativeness and pro-activeness in the pursuit of business goals. However, entrepreneurial leadership is not supposed to focus only on pro-activeness, opportunity seeking or identification, innovation and risk-taking, but to set appropriate vision that will cover both the aim of the business organization and the society where the business operates. Additionally, such leadership needs to develop passion for the business success and the societal welfare. Develop passion for business success required involving in responsible activities and operations and take risks to succeed in such business operations. At the same time, developing passion for societal welfare concerns being responsible for firms operations on the community well-being and progress. This is the area of concern which this research tends to dwell as it examined the relationship between entrepreneurial leadership and organizational sustainability.

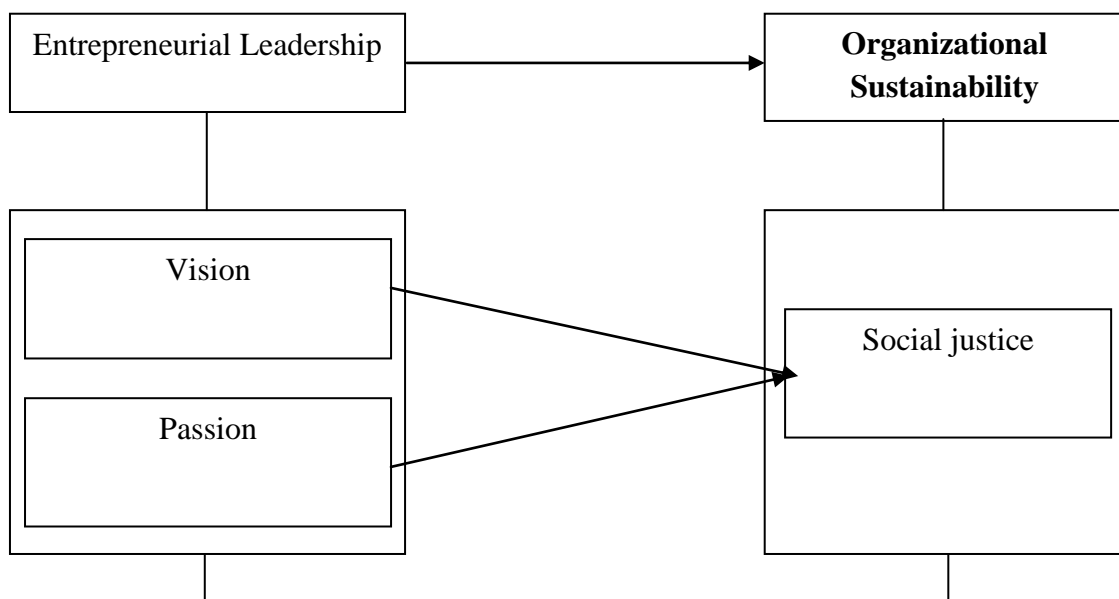
Chen et al. (2016) assert that leaders who are heading a business in a rival and changing environment must consider generating new ideas and seeking new opportunities in order to improve performance and growth of the organization. Additionally, to achieve this, Munck et al. (2013) stated that business needs to balance the economic pursuit with social concern. This implies that social justice plays an important role in organizational success. However, several researches have been conducted on how entrepreneurial leadership affects firm performance but little regard has been extended to how it affects organizational sustainability in literature. The evidence from research explored shows that no empirical study have been conducted on entrepreneurial leadership as a factor that affects organizational sustainability with respect to manufacturing companies in Nigeria. Thus, the present study tends to fill this gap, by examining the relationship between entrepreneurial leadership and organization sustainability in manufacturing companies in Nigeria.

Statement of the Problem

Manufacturing companies in Nigeria have experienced scourge of conflict between the organization and the society. These issues have become critical to the extent that some manufacturing companies have lost huge amount of fund as profit from their operations as conflicts from the community issues encroached on their performance. These problems are traced to poor entrepreneurial leadership which implies that the leaders in the manufacturing companies in Nigeria do not actinically engage in organizational sustainability practice, such as extending their vision to accommodate the interest of the society since it is not only appropriate to accomplish the organizational goal but that of the society.

Lack of passion has also been observed as serious barrier to the sustainability of the manufacturing organizations. It was also noted that entrepreneurial leaders in the manufacturing companies in Nigeria failed to develop passion for involving in society welfare for the smooth functioning of organization in its operations and the society. Involving in social concern for the society supposed to have driven the companies to the highest levels of operations. Lack of these actions has resulted in several crises between manufacturing companies and the communities around them where companies' properties are destroyed. In this situation the companies attain huge loss of assets that affect their operations. Viewing these as serious problems facing manufacturing companies in Nigeria has made this study to examine the relationship between entrepreneurial leadership and organizational sustainability in manufacturing companies in Nigeria to provide suggestions that will improve organizational sustainability from social perspective.

Conceptual frame work



Source: Dimensions of Entrepreneurial Leadership adopted from Renko et al. (2015). Measure of Organizational Sustainability by Cella-de-Oliveira (2013)

Purpose of the Study

The aim of the study is to examine the relationship between entrepreneurial leadership and organizational sustainability in manufacturing companies in Nigeria. However, the objectives of the study are to:

1. Ascertain the relationship between vision and social justice in manufacturing companies in Nigeria.
2. Determine the relationship between passion and social justice in manufacturing companies in Nigeria.

1.4 Research Questions

The following research questions will be analyzed in the study.

1. What is the relationship between vision and social justice in manufacturing companies in Nigeria?
2. In what ways does passion relate to social justice in manufacturing companies in Nigeria?

Hypotheses

The following statements of null hypotheses were formulated to guide the study.

H0₁: There is no significant relationship between vision and social justice in manufacturing companies in Nigeria.

H0₂: There is no significant relationship between passion and social justice in manufacturing companies in Nigeria.

Scope of the Study

The geographical scope of the study covered all manufacturing companies that operate in Nigeria. However, all of the manufacturing companies in Nigeria were not reached as a result of covid-19 pandemic restrictions, therefore, the study considered only manufacturing companies that have their branches in Rivers State of Nigeria. With respect to content scope, the study examined only relevant literature that contains information on entrepreneurial leadership organizational sustainability especially from the domain of management sciences. Finally, the unit scope or level of analysis of the study was at organizational (Macro) level as it only focused on managers and supervisors who performed entrepreneurial role in manufacturing firms in Nigeria.

Significance of the Study

Since sustainability is important to manufacturing companies, in Nigeria, the study will enable management to maintain the balance between organizational goals and societal expectation for future benefits and survival. Management will derive maximum benefit from this study as they apply the theories to enhance their decision making policies on social responsibility practices in the organizations. Through the finding of the study, management will improve their capacity of entrepreneurial leadership practices through their involvement in economic pursuits, environmental concern and rendering social justice to communities. Scholars will find it meaningful to use the findings of this study in boosting their capability in future research. All those contemplating venturing into entrepreneurial business operations may use these research findings as backbone to effect entrepreneurial leadership that will assist them in sustaining their business operations.

LITERATURE REVIEW

Concept of Entrepreneurial Leadership

Leadership has been one of the greatest concepts and practices that have become more important to all who influence others to support in accomplishing set goal or objectives. In today's business practice that is characterized with continuing changing environment and technology, leadership becomes more essential in goal accomplishments. Entrepreneurs also need leadership in their pursuit of goals since they employ others to work with them. Although the concept of entrepreneurial leadership is somehow new which implies that it has

not been widely cultivated by many entrepreneurs. Therefore, to actually generate acceptable definition becomes a challenge.

Leadership is a dynamic process, therefore good leadership should involve the effective process of delegation so that the leadership behaviour should not be limited to leader alone but to extend and reflect in subordinates' behaviour as well. Entrepreneurs who cultivate such effective leadership will create team spirit and thinking mature in handling issues that could hamper on the success of the organization. The entrepreneur has to exhibit the leadership to be seen by subordinates and it is best observed in action. Entrepreneurial leadership could be evidenced in the motivational behaviour of the leader, through effective communication, interpersonal behaviour of encouragement that will spur on the morale of subordinates. Entrepreneurs are not left out of using such leadership technique in their operations since they are influencing others to be active in achieving the organizational goal and objectives.

Many researchers have looked at leadership attributes from review of trends in leadership. For instance, Colling Wood (2001) and Conger (2004) viewed leadership attributes from self-confidence, achievement driven, communication skill and interpersonal competence and personality traits. In this case, their opinion centered on how leaders who developed self-confidence and the rest mentioned above accomplished their goal more speedily than others. As researchers, they approached the valuation of leadership attribute from personality characteristic which is one of the critical aspects of a leader. This is to express that the personality of a leader may exert a strong influence on the subordinates and their performance or behaviour. This was evidenced in the work by Waldmen et al. (2004) as they stressed on sense of mission future-orientation, inspiration and charismatic including deterministic behavior emanated from personality traits. Waldmen et al. (2004) argued that leaders who developed these attributes will do well in leading the organization to the desired future state.

Passion

Loehr and Schwartz (2003) see passion as an energy which is the power emanates from focusing on what is pleasant, purposeful and cherished. The reason for developing passion is what brings passion because without that there will be no passion. It is quite obvious that someone who is not in tune with his/her purpose will not develop passion for that purpose because passion relates to purpose but absolutely is not the purpose. This implies that any passion without purpose does not serve and possess any value and there exist no passion. Passion works with high level of enthusiasms, the desire for goal accomplishment that is persistent (Loehe & Schwartz, 2003) for success. From this meaning, passion is intangible; a feeling of strong drives filled with emotions. Passion that reflects this is seen as 'consuming passion' (Murnieks et al., 2014). Passion operates as a contagious feeling and contains a healthy dose of what could be seen as 'obsession'. Since passion is a contagious feeling a leader with passion is observed by their followers and it is likely that such leader will inspire passion in the minds of their followers and in turn the followers will demonstrate it among themselves (Murnieks et al., 2014).

What makes many leaders to succeed is passion in action because passion serves as the connection between our set of values held deeply that goes beyond our self-interest (Loehr & Schwartz, 2003). Leaders' values and their purposes are brought to life through passion. Why many leaders invest more resources and time is because they find passion at the centre of such investment. They love such investment and become passionate about it. In short, they derive joy and satisfaction in their activities (Manasse, 1985). This means that passion paves way for success on a continuous basis and leaders enjoy such success that is lasting or has

lasting value. Passion also exerts strong influence on behaviour positively and provides energy and inspiration to entrepreneurs to conquer the challenges associated with setting up a business and business growth (Murnieks et al., 2014). Activity engagement is under the influence of passion because passion will determine the degree of participation in an activity or activities (Miler, 2016). Therefore, entrepreneurs as leaders must develop passion, an inner feeling that drives them to achieve quality outcome. They must be able to develop this inner drive called 'passion' to prevent people who are change resistant (Gergen, 2014).

Murnieks et al. (2014) contend that while passion predicts performance, there is need to examine what entails passion and how it could be developed. This was stated based on the confusions that happen when conceptualizing and defining purpose and passion. When people contend that passion can be discovered by not developing it they are in essence referring to purpose but not passion as we discussed in previous paragraphs. It is certain that passion can be developed but it is one of the difficult tasks to develop it by individuals as well as the organization. Miller (2016) argues that passion also grows. This is evident in personal interest and goal setup to achieve. It is also seen in certain identity and the value or importance attached to the identity. For instance, an entrepreneur is an identity that commands values attached to it as important. So many individuals will want to be an entrepreneur in order to achieve certain identity and values (Murnieks et al. 2014).

Some studies have shown that when entrepreneurs develop passion, it leads them to achieve many positive outcomes that are beneficial to the business. One of such benefits is efficiency (the extent to which the resources of the firm is used judiciously to maximize profit (Murnieks et al., 2015), entrepreneurial leadership and innovativeness (De Clercq et al., 2012) alertness and effective communication (Sye & Mueller, 2015; Baum & Locke, 2005). It also involves goal commitment benefits and creativity and financial performance (Drnovsek et al., 2016; Cardon et al., 2009; Ho & Pollack, 2014). The extent to which passion assists entrepreneurship in their activities cannot be over exaggerated because it provides medium for communication that is effective (Baun & Locke, 2004). Breugst et al. (2012). Because of passion, investors find it interesting to put more funds in business operations (Chen et al., 2009; Mitteness et al., 2012). For the reason that entrepreneurial actions generate positive results, the identities tend to drive entrepreneurs to fully participate in activities that are beneficial such as; opportunity seeking, resource search, organizing and effective management which will certainly lead to growth and survival of the entrepreneurial business.

Organizational Sustainability

Different scholars in their disciplines see organizational sustainability from their own point of view. One of the most important factors in an organization's sustainability is its ability to sustain itself. According to Dylick and Hockets (2013), sustainability has evolved into a promising societal positive change with regards to a more justifiable and wealthy generation focusing on global system, so that our cultural accomplishments are protected and kept for the benefit of present and future. With respect to social sustainability, Munck et al. (2012) suggested that over the past 150 years, the aspirations of economic growth and social fairness were the key topics that required attention. Miidom and Sholokwu (2017) see social sustainability as the supply of high-quality education and training, engagement in community activities, and the provision of societal health facilities. Process is built by constraining resource consumption and waste generation at certain level with the idea to make positive impact and contribution to human needs and satisfaction and ensure an enduring economic value to the business entity (Bhavik, et al., 2003).

For business to move forward means that such business must consider future operations and benefits. However, today the idea of integrating economic, environmental and social concern in business operation is becoming more complex issues. Developing community's well-being and prosperity requires taking a broad view of economic development and social concern . It involves developing a sustainability mind-set to face the challenge (economic, environmental and social) and conquer it. This is the reason why WCED (1987) advocated sustainability in the 1980s.

Today, sustainability is important and the reasons for business to care are questions or issues needing prompt answers. As a broad area of consideration, sustainability needs to be understood from different angles and applied in different disciplines as the society works as a system, so that the society of humans and ecology can survive. Advocate of sustainability expressed that organizations are responsible for improving the organizations and human society by considering the triple bottom lines (economic viability, environmental protection and social justice). They entertained the belief that the limit of our planet and society is pushing and tempered without due consideration. Hence, they contended that there is need to control pollution levels, avoiding loss of natural environment and resources (Miidom et al., 2016). They are of the opinion that any failure to consider these important factors will cause serious damage to our planet and human society.

Social Justice

According to Frederick et al. (1992), social justice is at the least of organization sustainability and expressed the idea that business firms should help solve social problems as they pursue their traditional economic goal and objectives. As these authors noted, the general public expect business to be socially responsible and many organization are really responding goals a part of their overall business operations. However, guidelines for acting in socially responsible manner are not always clear cut and this has generated a lot of conflicts, arguments and controversies concern what entails responsible business behaviour and sustainability activities (Frederick et al., 1992).

In examining the opinion of what constitutes the role of business in society is varied, ranging from profit maximization roles, to roles that make business socially responsible. Being aware of the need to incorporate stakeholders and at the other extreme participating in community service is very important (Nueae, 2006). Looking at the argument made by the Purist of profit maximization, they argue that business does not need to be socially responsible so far they operate under the legal framework (Friedman, 2002). The main champion of this review was Milton Friedman who claims that the essence of business practices is to be responsible to its shareholders in using the resources effectively and to engage in activities required to maximize profits provided the firm engaged in competitive business operation (Friedman, 2002).

On the other hand, the social aware view argues that business decisions affect various stakeholders and these decisions need to be consequently accounting for both at the short and long-term impacts they have on the interest of the parties. Lantos (2001) noted that some who promote this view ask companies to take responsibility for public welfare short comings (the needs that have not been met by government). Although, when considering this view we cannot totally discuss it without crediting it to Adam Smith who earlier argued that capitalism is encouraging the pursuit of gain and efficiently works to create greater or high level of wealth than any other economic system and maximizes liberty by providing freedom for individuals to make choice in purchases, employment and investments. However, we are not discussing economic gain instead we are simply making references to what constitutes

social justice looking at the two perspectives examined above. Hence, from the above arguments against social concern of firms, the needed role of firms is based on the present situation with business operations that is competitive. Companies need to be socially responsible for the impact of their operation if they are to remain in business operation. This is the essence of social justice because it entails the extent to which companies provide health care facilities, education and enhance the living standard of the community where they operate and make profits.

Vision and Organizational Sustainability

When entrepreneurs set a vision to project the image of the organization into the future, they are in essence making sure that an ideal aim of future situation of the organization is bright and they can attain such position. Kouzes and Posner (2007) claimed that the ideal image is for the common good because it enables the organization and its members to know where they are going because a clear destination has been identified. As entrepreneurs strive in their leadership along with vision, they inspire, motivate and develop mutual responsibilities which pave way for successful destination (Kotter, 1996). In this instance, it is fitting to state that vision is the foundation of entrepreneurial leadership and without it the business cannot be sustained.

If the entrepreneurs do not lead their business with vision focused, it simply means that they do not have anywhere to go and such leadership has nothing to depend upon. So, it is very important for entrepreneurial leadership to be guided by vision that inspires entrepreneurial ways of operation as they employ others to work along with them. In this situation, vision will help in playing an important role of producing change needed for the members of the organization to work toward a common vision. This was noted by Kotter (1996) when he noted that leaders without vision to motivate the employees will end up becoming failures in business. At the same time, they will go down with activities that are not meaningful thereby making the organization to encounter worst situation at the end of the business operation. When employees perceive that their organization have a vision that is achievable, their morale will rise and their action will be inspired the more to realize such vision

However, when there is no vision that is realistic and achievable, it throws the employees into a confusion state where the business will devolve into confusing activities, encroached by incompatible wrong direction and time wasting business activities with no hope of future goal setting (Kotter, 1996). In time past, many businesses were centered on strategies that focused on the present achievement, challenges and other current phenomenon but nowadays business operation has moved to tackle the recent trends, such as technological changes that are rapidly becoming the order of day. So, the success of any organization into business will solely rest on the extent to which they adjust to the current technological trends. Adjusting to such technological changes will prepare the organization for future. When considering vision with sustainability, the important thing to do by entrepreneurial leaders is to develop sustainability vision, in which the goal of the organization or business must include the attainment of social concern or justice that will keep the business in action and continue operations. Thus, we assert that vision has a significant relationship with social justice which is a component of organizational sustainability.

Passion and Organizational sustainability

Passion can ensure organizational sustainability because as Baum and Locke (2004) noted, passion is at the centre of entrepreneurship. Passion facilitates entrepreneurship because it has to do with the inner drive of entrepreneurs. Isaacson (2011) observed that passion developed by entrepreneurs is a mechanism for successful operations and only entrepreneur who display

passion tends to achieve more benefits. To think like entrepreneurs requires a strong passion for proactiveness, creativity and risk-taking. Cardon et al. (2009) found that such passion involves resilience and persistence which are required by entrepreneurs. No wonder it is said that 'at the heart of entrepreneurs is passion' (Cardon, 2008; Klaukien & Patzelt, 2008; Klaukien & Brengst, 2009).

Despite the areas that need passion or where passion is displayed, it seems that passion is more critical to social interactions because entrepreneurs who show passion are seen as those who possess more opportunities for success (Baum & Locke, 2004; Cardom & Kirk, 2015). Entrepreneurs need to develop passion in all areas of business operations to attain organizational sustainability. They need to display passion for economic, environmental and social concern with respect to community involvement. In a single phrase, we can express that they need to develop entrepreneurial passion and organizational sustainability passion so to say. Both are needed for entrepreneurs in this time of competitive and technological driving environment that surround business practices. As entrepreneurial passion focus on proactiveness, risk-taking, resilience aspiration, creativity and social action (Cardon, 2008' Cardon, 2009; Cardon & Kirk, 2015).

There is need to know more about entrepreneurs' passion and what motivate it in entrepreneurial activities, some scholars and researchers argue that entrepreneurial passion is traced to traits of such individual. For instance, Cardon et al. (2009) argue that passionate entrepreneur develop passion based on traits aspect. Perrewe et al (2014) expressed vividly that from a starting point studies should examine physiological and dispositional factors that make up the passion construct to fully understand the meaning and how passion works. Poberts et al. (2007) was of the opinion that passion from the psychological perspective of research clearly expressed the rote of personality trait which affects their behaviour. The power of personality motivates passion development in individual and encourages people to display passion as a result of their personality. This was evidenced in the work by Obschonka and Stivetzer (2017), thereby involves testing the overall assumption to ascertain whether the personality of entrepreneurs determine passionate entrepreneurship.

Researchers on passion have found that personality and its characteristics especially when talking of Big five traits have been the most functional component of entrepreneurship and the entrepreneur's mind-set (Vallevand et al. 2003). This was observed by Moreller et al. (2017) who revealed that psychological passion studies indicate about 20% of variable in what could be called momentary experiences of passion to participate in one type of activities (Collewaer et al., 2006). Therefore, individuals like the entrepreneurs must ensure that passion becomes an integral aspect of their operation as required by their personality to move the business forward.

Method

The study adopted cross sectional research design also known as quasi-experimental research design. It involves using series of questions compiled to obtain response on one or more variables of interest (Spector, 2006). The most common reason for using cross sectional research design involves collecting data directly from the respondents at a particular point in time usually on a short time period. When a research collects data in this form, it adopts a cross sectional research design. This research design is fitting because all data were collected at a single point in time. It also provides room for respondents to have a thought over the questions before answering them (Spector, 2006).

The target population for this study consists of thirty one (31) registered manufacturing firms in Port Harcourt according to the Manufacturers Association of Nigeria (MAN). Hence, the study examined population is the entire group of respondents found in all manufacturing companies in Nigeria. However, there is a big challenge and difficulty in reaching all the entire respondents in manufacturing companies in Nigeria, therefore, the issue of accessible population was treated which enabled the researchers to focus on manufacturing companies operating in Rivers State because some major manufacturing companies are found in Rivers State.

Since the unit of analysis was at the organization level, the study focused on 230 respondents consisting of managers and supervisors from six (6) registered manufacturing firms using purposive sampling technique. The companies and unit population for the study includes; Dangote Group of Companies = 55; Nigerian Breweries = 40; General Agro Industry Limited = 25; Nigerian Bottling Company = 35 and Unilever Nigeria Plc = 45. These bring the total of 230 staff strength and were obtained from the human resource department of the various firms. Hence, the sample size of 145 was determined using Krejcie and Morgan sample technique and Bowley (1964) formula was applied for the purpose of questionnaire distribution. These manufacturing companies were chosen based on ease of accessibility, and for the fact that many of the companies have their branches in Port Harcourt the head quarter of Rivers State. The method adopted in the choice of the accessible population was convenient sampling method which enables the researcher to investigate the interested population observed to be affected by the absence of entrepreneurial leadership and made judgment through testing of hypotheses to generate findings.

The study used simple structured copies of questionnaire as instrument for data collection. The instrument was designed to contain two sections; 'A' and 'B'. The first section 'A' contained data on the demographic variables of the respondents (such as data on age, gender, educational qualifications, position or marital status and years of experiences). The second section 'B' contains data on the predictor variables, and the criterion variables. All variables were measured on Likert 4-point scale ranging from strongly agree to strongly disagree. Where the score of 4 was assigned to strongly agree, 3 agree, 2 disagree and 1 strongly disagree.

With respect to vision, four item statements that captured this variable were tested for reliability and found reliable for measuring this variable on a Likert 4-Point scale. In order to measure passion, four item statements that captured this variable were tested for reliability and found reliable for measuring this variable on a Likert 4-Point scale. Social justice indicators include four item statements that captured this variable were tested for reliability and found reliable for measuring this variable on a Likert 4-Point scale.

To ascertain the validity of the research instrument, face and content validity were adopted. The study focused on internal consistency and strength of the research instrument. Based on the above, to ascertain the internal consistency reliability, and to achieve a high level of strength, the study applied Cronbach Alpha reliability test. According to Cronbach (1951), there must be a super-correlation of all of them on the scale given at 0.70 or above. A total of 16 items on the questionnaire were loaded on SPSS version 23.0 to test the internal consistency and result shows that all items met the benchmark score of 0.7 or above as promoted by Cronbach (1951) as the reliability level of the research instrument. Therefore the study asserts that the research instrument used was reliable.

Data Analysis and Results

The descriptive statistic was used in analyzing the demographic data of respondents and univariate analyses of individual variables on the questionnaire. The study computed the mean and standard deviations as well as percentage rate with respect to the age, gender, educational qualifications and position of respondents who participated in providing response to the research questions. On the other hand, the inferential statistic was used to test relationship between the dimensions of entrepreneurial leadership and measure of organizational sustainability. The Spearman's Rank Order Correlation (inferential) statistic was used to test the relationship between each pair of variables. All tests were conducted using SPSS version 23.0 (statistical package for social sciences)

Results

A total of 146 (100%) copies of questionnaire were administered to the respondents in various manufacturing companies. Out of this number, 130 (97%) were retrieved which means 4(3%) copies of the questionnaire were abandoned. This implies a successful administration and retrieval of questionnaire. The researcher therefore proceeded to analyze the returned copies of questionnaire to generate findings for the study.

Analysis of Demographic Variables

At this juncture, the personal data of the respondents will be analyzed and be presented in tabular forms.

Table 1: Respondents' Gender Distribution

Gender	Respondents	Percentage
Male	77	59.2
Female	53	40.8
Total	130	100%

Source: Research Desk, (2021).

The result on Table 1 showed that 77(59.2%) of the respondents indicated as male, while 53(40.8%) are female. This implies that majority of the respondents were males.

Table 2: Position Distribution

Position	Response rate	Percentage
Head of departments	28	21.5
Managers	40	30.8
Supervisors	62	47.7
Total	130	100%

Source: Research Desk, (2021).

Table 2 revealed that 21.5% of the respondents were heads of department, 30.6 were managers, and 47.7% were supervisors, this implies that majority of the respondents were supervisors.

Table 3: Duration of Respondents

Tenure	Response rate	Percentage
1-5 years	40	20.4
6-10years	64	24.5
11-20 years	53	28.6
21years and above	41	17.3
Total	130	100%

Source: Researchers' Desk, (2021).

Table 3 displayed indicates that 20.4% of the respondents have served between 1-5 years, 24.5% are between 6-19 years, while 28.6% have worked with organization between 11-20 years and 17.3 are above 21 years. This implies that most of the respondents have worked with their organization between 6-10 years.

Table 4: Marital status of Respondents

Marital status	Respondents	Percentage rate
Single	47	36.2
Married	33	25.4
Divorced Widower	34	26.2
Widow/Widower	16	12.3
Total	130	100%

Source: Researcher's Desk, (2021).

Table 4 above showed that 36.2% of the respondents are single, 25.1% are married, while 26.2% of the respondents are divorced widower and 12.3% are widow/widower. This implies that majority of the respondents are single respondents.

Table 5: Age of the Respondents

Age	Respondents Rate	Percentage
20-30 years	43	33.1
31-40 years	46	35.3
41-50 years	30	23.1
Above 50 years	11	8.5
Total	130	100%

Source: Research Desk, (2021).

From table 5, 33.1% are between 20-30 years, 33.3% of the respondents are between 31-40 years, 35.3% are between 41-50 years and 23.1% are between 41-50 years and only 8.5 % are above 50 years. This shows that majority of respondents are between 31-40 years

Table 6: Education Qualification of Respondents

Education Qualification	Response Rate	Percentage
NCE/OND	29	22.3
BSC/HND	39	30.0
MA.MBA/MSC	43	33.1
PhD	19	14.6
Total	130	100%

Source: Research Desk, (2021).

From table 6 22.3 are NCE/OND holders, 30% of the respondents are B.Sc/HND degree holders, while, 33.1% are MBA/MSc holders, and 14.6% were Ph.D holders. Thus, most of the educational qualifications are B.Sc/HND degree holders.

Univariate Analysis

Descriptive statistic was used in the analysis of research looking at the Mean score and standard deviations. The benchmark for acceptance of mean score that is above 2.5 was computed based on Likert 4-point scale. e.g. $\frac{1+2+3+4}{4} = \frac{10}{4} = 2.5$. This implies that any mean score that falls below 2.5 was rejected. Table 7 shows the univariate analysis of the mean and standard deviation of the research questions. .

Table 7: Computation of Mean Score of the study variables

Item Statistics			
	Mean	Std. Deviation	N
Vision	3.2538	1.10889	130
Passion	3.2231	1.12247	130
Social justice	3.6000	1.31538	130

Source: SPSS Output (2021)

The result on table 7 shows that all items on vision, passion and social justice are above 2.5 criterion mean. This implies that the respondents clearly attempted to the items on the three variables and also indicated that the items really measure the construct. The data were further used for bivariate analysis in testing the claim of the null hypotheses.

Test of Hypotheses

The study tested the variables stated hypotheses formulated in chapter one in order to generate findings. The Spearman's Ranks Order Correlation Coefficient was used to analyze the hypotheses with the aid of Statistical package for social science (SPSS Version 23.0).

Testing of hypothesis 1

H₀₁: There is no significant relationship between vision and social sustainability in manufacturing companies in Nigeria.

Table 8: Correlation Result on the relationship between Vision and Social Sustainability

			Correlations	
			Vision	Social justice
Vision	Correlation Coefficient		1.000	.624**
	Sig. (2-tailed)		.	.000
	N		130	130
Spearman's rho	Correlation Coefficient		.624**	1.000
	Sig. (2-tailed)		.000	.
	N		130	130

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2021)

From table 8, vision correlates with social justice at (0.624) when the P-value is $.000 < 0.05$. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between vision and social justice in manufacturing companies in Nigeria.

Testing of Hypothesis II

H₀₂: There is no significant relationship between passion and social justice in manufacturing companies in Nigeria.

Table 9: Correlation Result on the relationship between Passion and Social Justice

			Correlations	
			Passion	Social justice
Passion	Correlation Coefficient		1.000	.742**
	Sig. (2-tailed)		.	.000
	N		130	130
Spearman's rho	Correlation Coefficient		.742**	1.000
	Sig. (2-tailed)		.000	.
	N		130	130

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2021)

From table 9, it is obvious that passion correlates with social justice at (.645) when the P-value is $.000 < 0.05$. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between vision and social justice in manufacturing companies in Nigeria.

Discussion and Conclusion

Our analysis and the results obtained from the first hypothesis shows that a significant relationship exists between vision and social justice. With respect to our statement of problem, it implies that vision affects social justice in manufacturing companies in Nigeria. This result is consistent with some studies which have shown that when entrepreneurs developed passion, it leads to many positive outcomes that are beneficial to the business. One of such benefits is efficacy (the extent to which the resources of the firm is used judiciously to maximize profit (Murnieks et al., 2015), innovativeness (De Clercq et al., 2012) alertness and effective communication (Sye & Mueller, 2015; Baum & Locke, 2005). It also involves in goal commitment benefit and creativity and financial performance (Drnovsek et al., 2016; Cardon et al., 2009; Ho & Pollack, 2014).

The correlation between vision and social justice implies that if the entrepreneurs do not lead their business with vision, it simply means that they do not have any future destination. Secondly, it means that employees and societal future status is blocked. So, the success of any organization into business will solely rest on considering vision with social sustainability as entrepreneurial leaders develop social sustainability vision, in which the goal of the business and the employees including the society is balanced towards attainment of social justice that will keep the business in action and continue operations. Passion also has a significant relationship with social sustainability. This result is in harmony with Isaacson (2011) who observed that passion for entrepreneurs is a mechanism for successful operations and only entrepreneur who displays passion tends to achieve more benefits. The passion must also be extended to the society in terms of societal welfare consideration (Baum & Locke, 2004). Cardom and Kirk (2015) also found that passion is more critical to social interactions and social concern with respect to community involvement because entrepreneurs who show passion are those who possess more opportunities for success.

Recommendations

Based on our findings and conclusion the study recommended that:

- i. Entrepreneurs of manufacturing companies in Nigeria should set reliable and achievable visions that will accommodate social justice which will drive the organization to achieve sustainability.
- ii. Entrepreneurs should develop passion for the employees and society as this will create room for organizational sustainability in manufacturing companies in Nigeria.
- iii. The extent to which entrepreneurial leadership will lead to organizational sustainability will depend on adoption of theories in operations. Hence, entrepreneurs of manufacturing companies should embrace and apply these theories to achieve organizational sustainability.

Contribution to Knowledge

This research study has a contribution to the body of knowledge in literature on entrepreneurial leadership and organizational sustainability. We examined literature that

deeply explained and add value to the concept of entrepreneurial leadership and organizational sustainability thereby increases the knowledge on these concepts. One of the unique areas of contribution to knowledge is the construction of conceptual framework that is lacking in literature. With this framework, we were able to link vision and passion to social justice and eventually arrived at organizational sustainability solutions from social perspective which adds value to these concepts in literature.

Area for Further Research

Our study examined the relationship between entrepreneurial leadership using two dimensions such as vision and passion with respect to organizational sustainability measure (social justice). Two broad areas were not covered in this study. Such areas include; how entrepreneurial leadership affects economic and environmental sustainability which demands that further studies need to be carried out on how entrepreneurial leadership affects these variables in manufacturing companies in Nigeria. Again, the research on entrepreneurial leadership and organizational sustainability need to be extended to the construction companies since most of their operations affect the economic, environmental and societal well-being in Nigeria. Therefore, our future study on entrepreneurial leadership and organizational sustainability will consider the environmental aspect of organizational sustainability concept in construction companies in Nigeria. .

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