Social mission, social change-making, and community empowerment in North-West Nigeria: Mediating effect of dynamic capability

International Journal of Business Sustainability

Volume: 2,
Issue: 1, 2026

Mukhtar Mayowa Aliu, Onalo Atokolo, Rhodiyat Akorede Aliyu
Department of Management Studies, Nigerian Defence Academy, Kaduna, Nigeria.

Abdulmalik Jimoh
Department of Business Administration, Confluence University of Science and Technology, Osara, Kogi State, Nigeria

Ibrahim Ayinla Akorede
Department of Logistics and Supply Chain Management, Nigerian Defence Academy, Kaduna, Nigeria.

Ojonugwa Jacob
Department of Business Administration, Prince Abubakar Audu University, Ayingba, Kogi State, Nigeria.

Abstract

Purpose: This paper investigates the mediating effect of dynamic capability on social mission, social change-making and community empowerment in North-West Nigeria. It also examines the direct effect of social mission and social change-making on community empowerment.
Design/methodology/approach: This study used a quantitative survey with a structured questionnaire of 462 respondents from seven states in North-West Nigeria, including community leaders, CDA/CDS leaders, employees, beneficiaries, and informed household members; data were analysed using descriptive statistics and PLS-SEM.
Findings: The findings show that social mission and social change-making have significant direct and indirect effects on community empowerment through dynamic capability, highlighting it as a key mechanism in strengthening social entrepreneurship's contribution in North-West Nigeria.
Limitations and Research implications: This study examined social mission, social change-making, and community empowerment through dynamic capability in North-West Nigeria; while the sample may introduce bias and limit generalisability, the findings emphasise the need to strengthen dynamic capabilities in social enterprises to enhance community empowerment.
Practical Implications: The findings suggest that social enterprises should strengthen their social mission and build dynamic capabilities to maximise community empowerment, as these capabilities enhance the effectiveness of social initiatives and support sustainable community-based interventions.
Originality/value: This study shows that social mission and social change-making enhance community empowerment through dynamic capability, driven by organisations' ability to adapt and reconfigure capabilities into sustainable outcomes.
Keywords: Community Empowerment, Dynamic Capability, Social Entrepreneurship, Social Mission, Social Change-Making, North-Western Nigeria.

Received: 29 October 2025
Revised: 13 November 2025
29 July 2026
Accepted: 29 July 2026
Published: 31 July 2026

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Introduction

Community empowerment, as a global approach to development, aims to build socially inclusive, economically viable, and ecologically conscious communities (Rusakova & Ivlieva,

2024). It emphasizes the continuous welfare of present and future generations and aligns with the broader concept of sustainable development by promoting a balance between economic prosperity, social justice, and environmental sustainability. In Nigeria, community empowerment has long been a key strategy for promoting social and economic development, particularly in rural and underserved urban areas (Hart, 2024). Fundamentally, community empowerment involves investing in local communities to enhance their social, economic, and environmental well-being through collective action and the effective utilization of available resources. The concept gained considerable momentum during the colonial era and has since evolved to reflect contemporary development priorities, including social justice, poverty alleviation, and economic sustainability (Akamike & Okonkwo, 2024).

Despite their significance, the effectiveness of community empowerment initiatives in Nigeria has frequently been impeded by inadequate funding, corruption, poor governance, and poor policy implementation (Jimoh et al., 2026). The disconnection between national policy formulation and grassroots implementation further exacerbates these challenges. Consequently, many communities continue to experience widespread poverty, infrastructural deficits, and governance failures that undermine sustainable empowerment efforts. These challenges are further compounded by insecurity arising from terrorism, ethnic conflicts, and banditry. Rural communities, in particular, often lack access to essential services such as quality education, primary healthcare, and safe drinking water, while urban communities continue to grapple with overcrowding, unemployment, and inadequate housing conditions (Aliu et al., 2025; Aliu et al., 2026).

Against this backdrop of sluggish economic growth, rising unemployment, and persistent poverty in Nigeria, social entrepreneurship has emerged as a crucial mechanism for addressing socio-economic challenges and promoting social development. Central to social entrepreneurship are the constructs of social mission, which reflect an organisation's commitment to creating social value, and social change-making, which represents its ability to initiate and sustain transformative societal change. Unlike conventional businesses that primarily measure success through financial performance, social enterprises are evaluated largely by their ability to fulfil their social mission and generate lasting social impact (Ochepa et al., 2026; Aliu et al., 2025; Kamaludin et al., 2024; Perrini et al., 2021). However, the extent to which social mission and change-making efforts translate into tangible community empowerment outcomes remains insufficiently understood, particularly within developing country contexts such as Nigeria.

To explain this relationship, this study draws on the dynamic capability perspective to explain how social enterprises convert their mission-driven intentions into meaningful development outcomes. Dynamic capability refers to an organisation's ability to integrate, build, and reconfigure internal and external resources and competencies in response to rapidly changing environments (Eisenhardt & Martin, 2017). This theoretical lens is particularly relevant in the context of social entrepreneurship, where organisations operate under conditions of resource constraints, institutional voids, and environmental uncertainty. Specifically, dynamic capabilities enable social enterprises to sense community needs, seize opportunities for social innovation, and reconfigure resources to deliver sustainable impact. As such, dynamic capability provides a critical explanatory mechanism linking social mission and social change-making to effective community empowerment.

Although previous studies have examined the direct relationship between social entrepreneurship and development outcomes, there is a notable lack of empirical research investigating the mediating role of dynamic capability in this relationship. Existing studies have largely focused on developed economies, thereby overlooking the unique institutional and socio-economic dynamics of regions such as North-West Nigeria. This study, therefore, addresses two key gaps: (1) the limited theoretical integration of dynamic capability within social entrepreneurship research, and (2) the scarcity of context-specific empirical evidence

on how social enterprises drive community empowerment in developing economies, particularly in North-West Nigeria.

Consequently, this study addresses these gaps by examining the mediating effect of dynamic capability in the relationship between social mission, social change-making, and community empowerment in North-West Nigeria. Specifically, the study investigates whether dynamic capability serves as the organisational mechanism through which social enterprises convert mission-driven intentions and change-oriented initiatives into meaningful community empowerment outcomes. In doing so, the study seeks to answer the following research question: What is the mediating effect of dynamic capability on social mission, social change-making, and community empowerment in North-West Nigeria? Thus, this study demonstrates how creative solutions can address the social challenges communities face. It further provides practical insights into how social enterprises can strengthen organisational capabilities to enhance sustainable community empowerment in resource-constrained environments.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Literature Review

Social Mission and Social Change-making

Unlike conventional commercial entrepreneurs whose primary objective is profit maximization, social entrepreneurs pursue both economic sustainability and social value creation (Hidalgo et al., 2024). A social enterprise's primary goal is to create economic value to satisfy social objectives and create a sustainable structure in which earnings are reinvested to increase social value. Consequently, the idea of social mission and social change-making is part of social entrepreneurship, which focuses on how social enterprises can operate sustainably in competitive, unpredictable market environments by integrating social missions or objectives with fundamental corporate management strategies and principles (Battilana et al., 2015). According to Rahdari et al. (2016), social entrepreneurship is a combination of economic and social ideals that successfully balances public interest and profit-seeking motivations. This dual orientation enables social enterprises to achieve long-term organisational sustainability.

Dees (2001) defined social entrepreneurs as those who lead social entrepreneurship. By adopting a mission to promote and uphold social value, displaying a greater sense of accountability to the communities served and the results attained, actively seeking out new opportunities to further that mission, and engaging in a continuous cycle of innovation, learning, and adaptation, social entrepreneurs fulfil the role of catalysts for change within the social domain, as well as taking significant action without being constrained by current resources (Aliu et al., 2025).

According to Mas-Machuca et al. (2024), a social enterprise's social mission often centres on maximizing the social benefits for the designated communities. Improving social values to fulfil a social goal is a key characteristic of a social entrepreneur. According to Müller et al. (2024), having a social goal is the most common and unifying characteristic that distinguishes a social entrepreneur from other entrepreneurs. Most academics who study social entrepreneurship agree that the main characteristic that sets a social entrepreneur apart is their social mission. A social mission focuses on issues that the public or commercial sectors may not be able to solve effectively, such as healthcare, welfare, education, and environmental issues. The community and the underprivileged population must be able to profit from this social goal and cause (Müller et al., 2024). The social purpose has consistently been identified as the key component in earlier studies on the theoretical development of

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

social entrepreneurship. In the field of social entrepreneurship, no other element has been emphasized more than the need for a social mission (Hill et al., 2010).

Social change-making represents the ultimate expression of social entrepreneurship, as it embodies the capacity to translate mission-driven intentions into transformative societal outcomes. The core objective of social initiatives is not merely to provide temporary relief but to instigate systemic and sustainable changes within the socio-economic ecosystem (Alegre et al., 2017). This transformative orientation distinguishes social entrepreneurs from traditional actors, positioning them as change agents committed to restructuring existing institutional arrangements and addressing deeply embedded social problems. Social entrepreneurs pursue innovations that disrupt inefficient systems and replace them with more inclusive and equitable alternatives, thereby fostering long-term community empowerment.

Fundamentally, the drive for social change is anchored in the recognition of persistent social inequalities and institutional failures inadequately addressed by governments and market mechanisms (Alegre et al., 2017). In many developing contexts, these gaps manifest as limited access to essential services, including education, healthcare, employment opportunities, and social protection. Consequently, social entrepreneurs are motivated to intervene by designing and implementing solutions that not only alleviate immediate challenges but also reconfigure the structures that perpetuate such disparities. This aligns with the perspective that social change-making involves both incremental improvements and radical transformations to enhance societal well-being.

Moreover, social change-making is inherently action-oriented and outcome-driven. It reflects the ability of social enterprises to mobilize resources, engage stakeholders, and implement innovative strategies that generate measurable social impact. Alegre et al. (2017) emphasize that the success of social entrepreneurship is ultimately measured by its capacity to produce meaningful, scalable change within communities. Therefore, social change-making can be conceptualized as the process through which social enterprises initiate, implement, and sustain transformative interventions that improve the quality of life and empower communities.

Social Entrepreneurship Components

To help academics and professionals in this developing field, a deeper understanding of social entrepreneurship is essential, given its complexity. To define the essence of social entrepreneurship, this study aims to categorize its essential elements, features, and variables into four major dimensions: social, governance, commercial, and behavioural. These categories were derived from the existing literature and collectively capture the complexity of social entrepreneurial activities and their outcomes. However, consistent with the objective of this study, the focus is specifically on the social dimension, as it directly relates to value creation for society and community-level transformation.

The social aim and selfless attitude of social entrepreneurship define its social character. However, Mair and Martí (2006) argued that aid and charity are not mere forms of social entrepreneurship. A social mission, networks, value creation, value orientation, change, and community are all combined to constitute the social part in this investigation and were examined as contributing factors in the investigation of social entrepreneurship and community empowerment.

This diversity enhances the body of knowledge, fostering an environment favourable to innovation, improved problem-solving skills, and practical planning techniques to address social issues (Vossen, 1998). Finally, after considering all the listed elements, the goal of social initiatives is to bring about revolutionary changes in the environment. All social entrepreneurs are motivated by the envisioned societal transformation as they set out to make

a significant impact and promote positive change within the ecosystem, benefiting society and communities (Alegre et al., 2017). Table 1 shows the social variables of social business activities.

Table 1. Summary of Social Variables in Social Entrepreneurship

No.	Key Dimensions: Social Variables	Authors	Findings
1	Social Mission	Alegre et al. (2017); Dacin et al. (2011); Dees (2001); Defourny & Nyssens (2010); Hill et al. (2010); Moss et al. (2008)	Social mission and goal to add value and improve the community.
2	Value Orientation	Helm & Andersson (2010); Murphy & Ackermann (2014)	Give the provision of social services priority when conducting business.
3	Value Creation	Alegre et al. (2017); Chell (2007); Hill et al. (2010); Moss et al. (2008)	Developing the community to bring about change.
4	Network	Abu-Saifan (2012); Dacin et al. (2011); Defourny & Nyssens (2010)	A group of accountable citizens and a community of like-minded people.
5	Community	Alegre et al. (2017); Hill et al. (2010)	Act in a way that is advantageous to the community.
6	Localness	Premadasa et al. (2023)	Focus on social concerns in their immediate environs
7	Social Change-making	Alegre et al. (2017)	Promotes change in the ecosystem.
8	Value co-creation	Premadasa et al. (2023)	Diversity enhances the base of shared knowledge

Source: Author (2026)

Within this social dimension, several constructs have been identified in prior studies, including social mission, value orientation, value creation, networks, community, localness, value co-creation, and social change-making. While these constructs collectively describe the broad social character of social entrepreneurship, this study selectively focuses on two key independent variables: social mission and social change-making. This selection is both theoretically and empirically justified.

First, social missions represent the foundational driver of all social entrepreneurial activities. It reflects the core purpose and guiding philosophy of social enterprises: to create and maximize social value for target beneficiaries. As noted by Ochepa et al. (2026), a clearly defined social mission is the most distinguishing feature of social entrepreneurs, differentiating them from purely commercial actors. Social mission encompasses a commitment to addressing societal challenges such as poverty, education deficits, healthcare access, and environmental sustainability. In this study, social mission is conceptualized as the strategic intent and commitment of social enterprises to achieve social value, thereby serving as a critical antecedent to community-level outcomes.

Second, social change-making reflects the action-oriented dimension of social entrepreneurship. While social mission captures the “intent,” social change-making

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Published by UIR Press

© 2026 The Author(s) Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

represents the capacity to translate that intent into tangible societal transformation. It involves developing and implementing innovative solutions to address entrenched social problems and improve community well-being. Alegre et al. (2017) emphasize that social entrepreneurs are fundamentally change agents who seek to disrupt existing systems and create sustainable social impact. Therefore, social change-making is conceptualized in this study as the extent to which social enterprises initiate, implement, and sustain transformative social interventions.

Together, social mission and social change-making provide a parsimonious yet theoretically robust representation of the social dimension of social entrepreneurship, capturing both the motivational (intent-driven) and operational (action-driven) aspects of social enterprise activities. Other constructs identified in Table 1, such as value orientation, networks, and value co-creation, are conceptually embedded within or supportive of these two core dimensions. For instance, value orientation underpins social mission, while networks and value co-creation facilitate effective change-making processes. As such, including all variables in a single empirical model may introduce redundancy and multicollinearity, thereby reducing analytical clarity. The selection of these two variables ensures model parsimony while retaining theoretical depth.

Community Empowerment

The concept of community empowerment, according to Westoby and Botes (2013), is a social undertaking that equips communities to work together, plan, and implement strategies to achieve development goals and enhance human capabilities. While acknowledging the existence of various customs, methods, and approaches to community empowerment, Westoby and Botes (2013) uphold essential values, including group effort, participation, increased stakeholder awareness, and alliances. Community empowerment, according to Phillips and Pittman (2008), entails deliberate attempts to create resources that enable locals to improve their quality of life. These resources could include personal, social, economic, environmental, and physical resources, among other types of community capital (Aliu & Oni, 2020; Adeyeye et al., 2019).

In a similar vein, community empowerment has historically been an explicit and sometimes implicit objective that enables the best community members to achieve greater well-being through their collective efforts. Community empowerment is both an approach and a goal that has a multifaceted process (Mudi et al., 2024). It is a concept with significant value and is often seen as almost synonymous with progress. Development may be examined from a variety of angles, including political, social, religious, and economic. According to Westoby and Botes (2013), empowerment is understood as a type of social change in which new ideas are incorporated into a social structure to improve people's quality of life, as described by Jimoh et al. (2025) and Mudi et al. (2024), suggesting a shift from unfavourable or impoverished conditions to better ones. It represents improved talents and competencies, more autonomy, creativity, self-discipline, responsibility, and financial success. Empowerment on a collective level refers to a form of social evolution in which new concepts are incorporated into social structures to raise living standards and per capita income.

Thus, community empowerment is a social activity that enables communities to work together, plan, and implement strategies to achieve development goals and enhance human potential. Planned initiatives to provide resources that enable local communities to improve their quality of life, create employment opportunities, raise educational standards, and promote social inclusion and equity are part of community empowerment.

Dynamic Capability

Most definitions of dynamic capability, which are sometimes referred to as organizational capabilities, emphasize their inherent value due to their fluidity (Vittoria, 2010). According to certain academics, dynamic capabilities have an indirect impact on value creation (Eisenhardt & Martin, 2017). Neglecting the dynamic capabilities component, however, could lead to strategic difficulties that lessen their influence on local development if communities rely on social entrepreneurship for growth. The ability of a company to create, grow, and change its foundation of both tangible and intangible resources and abilities is referred to as dynamic capability. It may also be defined as an organization's capacity to enhance, refine, and strengthen its tangible and intangible resources and competencies. Thus, the fruition of resources and abilities is the essence of dynamic capability.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Building on these foundational definitions, dynamic capability is widely recognized as a higher-order capability that enables organizations to adapt to rapidly changing environments, respond to emerging opportunities, and sustain competitive advantage over time (Aliu et al., 2021). Unlike operational capabilities, which focus on routine activities, dynamic capabilities emphasize flexibility, learning, and strategic renewal. Teece (2016) conceptualizes dynamic capability through three core processes: sensing opportunities and threats, seizing opportunities through appropriate resource mobilization, and reconfiguring organizational assets to maintain alignment with environmental changes. This perspective is particularly relevant in uncertain and resource-constrained environments, such as those in which many social enterprises operate.

In the context of social entrepreneurship, dynamic capability plays a crucial role in determining how effectively social enterprises translate their social mission and change-making efforts into tangible community outcomes. Social enterprises often operate under institutional voids, financial limitations, and complex stakeholder environments. As such, possessing a strong social mission or engaging in change-making activities alone may not automatically lead to community empowerment. Rather, it is the organization’s ability to continuously adapt, innovate, and reconfigure its resource base that determines whether these efforts result in sustainable impact (Eisenhardt & Martin, 2017).

Furthermore, dynamic capability serves as the organisational mechanism through which mission-driven intentions and change-oriented activities are translated into sustainable outcomes of community empowerment. While social mission reflects the strategic intent to create social value, and social change-making captures the action-oriented efforts of social enterprises, dynamic capability explains how these intentions and actions are effectively executed. For instance, the ability to sense community needs enables social enterprises to identify relevant social problems; the ability to seize opportunities allows them to design and implement innovative interventions; and the ability to reconfigure resources ensures the sustainability and scalability of such interventions. Without these capabilities, even well-intentioned social initiatives may fail to achieve meaningful or lasting impact (Jimoh et al., 2025; Vittoria, 2010).

Consequently, this study positions dynamic capability as a mediating variable that enhances the effectiveness of social mission and social change-making in achieving community empowerment. By doing so, it provides a more nuanced understanding of the mechanisms through which social entrepreneurial activities translate into development outcomes, particularly in challenging environments such as North-West Nigeria.

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Hypotheses Development

Social Mission and Community Empowerment

Theoretically, a social mission reflects a social enterprise's core commitment to creating social value and addressing societal challenges. Based on Dynamic Capability Theory, organizations with strong social missions are better able to identify social needs, mobilize resources, and align competencies toward sustainable community outcomes. This mission provides strategic direction in tackling issues such as poverty, unemployment, and inequality, thereby contributing to community empowerment through improved socio-economic opportunities and well-being.

Empirical evidence supports this relationship. Ochepa et al. (2026) identified social mission as the distinguishing characteristic of social entrepreneurship that drives societal value creation. Similarly, Kamaludin et al. (2024) conducted a meta-analysis and found that the social dimension of social entrepreneurship significantly contributes to sustainability and societal development outcomes. In addition, Phillips et al. (2019) found that mission-driven social enterprises actively deploy organizational competencies and capabilities to address complex social problems and improve community outcomes.

Based on these theoretical and empirical arguments, the study proposes the following hypothesis:

H1: Social mission positively affects community empowerment.

Social Change-Making and Community Empowerment

Social change-making reflects the action-oriented dimension of social entrepreneurship, emphasizing the ability to initiate transformative societal change through innovative solutions. From the perspective of Dynamic Capability Theory, social enterprises that engage in social change-making continuously adapt, reconfigure resources, and introduce innovative approaches to solving societal challenges. Such transformational activities are expected to improve social conditions and strengthen community empowerment outcomes.

Prior empirical studies provide support for this relationship. Alegre et al. (2017) emphasized that social entrepreneurs are fundamentally change agents whose activities are directed toward generating lasting societal impact. Similarly, Humphris (2017) highlighted social values and change orientation as major motivating factors among social entrepreneurs in the United Kingdom. Consequently, the study hypothesizes that:

H2: Social change-making positively affects community empowerment.

Dynamic Capability, Social Mission, and Community Empowerment

Dynamic Capability Theory suggests that organizations achieve meaningful outcomes by sensing opportunities, seizing them effectively, and transforming resources in response to environmental changes (Teece, 2016). Social entrepreneurship, it explains how social enterprises convert their social mission into community impact. A strong social mission alone is insufficient without the ability to mobilize resources, innovate, and adapt to societal needs.

Empirical studies have demonstrated the importance of dynamic capability in achieving social innovation and societal impact. Phillips et al. (2019) revealed that social entrepreneurship significantly enhances organizational competencies through dynamic capabilities. Similarly, Vézina et al. (2019) confirmed that sensing, seizing, and transforming capabilities shape how organizations identify opportunities and sustain social impact. Supriharyanti and Sukoco

(2023) further argued that organizational capabilities are the processes by which resources and competencies are converted into impactful outcomes.

H3: Dynamic capability mediates the effect of social mission on community empowerment.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Dynamic Capability, Social Change-Making and Community Empowerment

The link between social change-making and community empowerment can be understood through Dynamic Capability Theory. While social change-making focuses on innovative efforts to address social issues, its effectiveness depends on an organization's ability to adapt, manage resources, and sustain innovation. Dynamic capability thus acts as the mechanism that translates change-making activities into meaningful community empowerment outcomes.

Empirical evidence supports this mediating relationship. Teece (2016) emphasized that dynamic capabilities enable organizations to continuously renew their competencies in response to changing environments. Likewise, Nicholls et al. (2016) argued that dynamic capability plays a central role in shaping social innovation processes. Phillips et al. (2019) further demonstrated that social enterprises utilize dynamic capabilities to generate sustainable social value and improve community outcomes.

H4: Dynamic capability mediates the effect of social change-making on community empowerment.

Conceptual Framework

This study is built on two major dimensions of social entrepreneurship to examine their effects on community empowerment in North-West Nigeria. Specifically, it examines how social mission and social change-making contribute to community empowerment through dynamic capability as a mediating variable. Figure 1 presents the conceptual framework of the study.

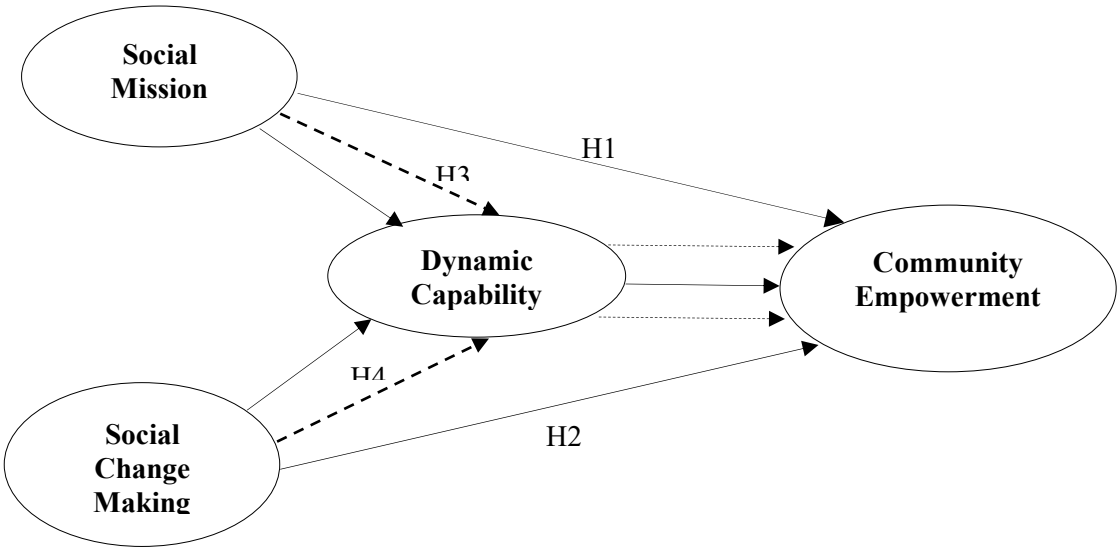


Figure 1. Conceptual Framework

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Theoretical Contribution

Despite the growing body of literature on social entrepreneurship, the theoretical mechanism through which its social dimensions translate into tangible community empowerment outcomes remains insufficiently explained. Existing studies have primarily examined the direct effects of social entrepreneurship on various organisational and societal outcomes, with limited attention devoted to understanding the organisational processes through which social mission and social change-making are transformed into sustainable community empowerment. Consequently, while prior research has demonstrated that social enterprises create social value, it provides limited theoretical explanation regarding the organisational capabilities that enable these enterprises to convert their social intentions into measurable community outcomes. This represents an important theoretical gap in the social entrepreneurship literature.

Dynamic capability theory provides a more appropriate explanatory lens for addressing this gap because it extends beyond the possession of social intentions to explain how organisations continuously sense opportunities, seize them through strategic actions, and transform organisational resources and competencies to create sustainable value (Teece, 2016). Unlike perspectives that primarily emphasize organisational resources or external institutional conditions, Dynamic capability theory explains the internal organisational processes through which social enterprises adapt to changing community needs, mobilize resources, and sustain their social interventions. Accordingly, the theory offers a stronger explanation of why social mission and social change-making may not directly result in community empowerment but instead exert their influence through an organisation's dynamic capability.

The present study, therefore, contributes to theory by extending the application of dynamic capability theory to the social entrepreneurship literature in the context of developing economies. Specifically, the study demonstrates that dynamic capability functions as the underlying organisational mechanism through which social mission and social change-making influence community empowerment. Accordingly, this study extends dynamic capability theory beyond its traditional strategic management domain by demonstrating its explanatory relevance within social entrepreneurship. Rather than viewing social mission and social change-making as sufficient drivers of community empowerment, the findings establish that their influence is realised through dynamic capabilities within developing-economy contexts such as North-West Nigeria.

Methodology

Research Design

This study adopted a quantitative research approach using a cross-sectional survey design. The survey method was considered appropriate because it enables the collection of standardized data from many respondents for examining the relationships among social mission, social change-making, dynamic capability, and community empowerment.

Population of the Study

The target population comprised community stakeholders residing within household communities across the seven states of North-West Nigeria who possessed sufficient knowledge of social enterprise activities. The household population reported by the National Bureau of Statistics (2023) served as the geographical population base from which eligible respondents were identified. North-West Nigeria has 6,439,578 regular households, with 1,603,335 households in Kano State, 1,115,974 in Kaduna State, 1,066,316 in Katsina State,

810,310 in Jigawa State, 688,710 in Sokoto State, 592,106 in Zamfara State, and 562,827 in Kebbi State (National Bureau of Statistics, 2023). According to the National Bureau of Statistics (2023), the population of Nigeria is expected to expand by 54.84% between 2006 and 2022 at a growth rate of 2.53%. On the other hand, the study population was expected to grow in normal households using the National Bureau of Statistics (2023) percentage growth. Therefore, it is predicted that there are 9,971,043 normal households in North-West Nigeria. Table 2 shows the projected regular household population of the study area.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Table 2. Projected Numbers of Household Population in North-Western Nigeria

S/N	State	2006 Census	Projected Household
1	Kano	1,603,335	2,482,604
2	Kaduna	1,115,974	1,727,974
3	Katsina	1,066,316	1,651,084
4	Jigawa	810,310	1,254,684
5	Sokoto	688,710	1,066,399
6	Zamfara	592,106	916,817
7	Kebbi	562,827	871,481
	Total	**6,439,578**	**9,971,043**

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

Thus, the study's sampling frame comprised eligible community stakeholders with demonstrable knowledge of social enterprise activities across the seven selected states in North-West Nigeria. Eligibility was established based on respondents' direct participation in social enterprise activities, employment by social enterprises, leadership in community services, or social enterprise beneficiary relationship operating within their respective communities. Consequently, households and individuals without any known interaction with or knowledge of social enterprise activities were excluded from the sampling frame to ensure that respondents possessed sufficient knowledge to provide informed assessments of organisational practices, dynamic capabilities, and community empowerment outcomes associated with social enterprises.

Sampling Size and Sampling Techniques

The National Bureau of Statistics' 2023 population growth estimate of 9,971,043 regular households in North-Western Nigeria was used to determine the sample size (n) for this study. Yamane's (1973) sample determination was used to calculate the study's sample size. The formula is given as follows: $n = N/1 + Ne^2$.

Therefore, the study's sample size is 400 people. However, a buffer of 30% (120) was added to create 520 samples to account for the non-response rate, which is typical in social science research conducted in Nigeria (Asikhia & Naidoo, 2020). This is further justified by the study's aim to achieve greater precision and confidence, resilience, and adequate group representation across regions. Seven states comprise the Northwest region of Nigeria: Kano, Kaduna, Katsina, Jigawa, Sokoto, Zamfara, and Kebbi. Thus, 520 community stakeholders across the seven states of North-West Nigeria were selected using convenience sampling. Convenience sampling was considered appropriate because no comprehensive sampling frame of individuals directly involved with or knowledgeable about social enterprise activities

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

existed across the study area, making probability sampling impracticable. Furthermore, convenience sampling is widely accepted in theory-testing studies in which respondents possess specialized knowledge relevant to the constructs under investigation and the primary objective is to examine relationships among variables rather than to estimate population parameters (Krause, 2019).

The study used proportionate allocation based on the estimated household population distribution in each state to ensure adequate representation across the selected states. Although the sampling approach was non-probabilistic, the proportional distribution helped enhance coverage and reduce over- or underrepresentation of any state.

Thus, the study used a sample size of 520 respondents selected from community stakeholders across the seven states of North-West Nigeria, with 129, 90, 86, 65, 55, 49, and 46 respondents from Kano, Kaduna, Katsina, Jigawa, Sokoto, Zamfara, and Kebbi States, respectively, as shown in Table 3. Consequently, the findings should be generalized to community stakeholders who possess knowledge of social enterprise activities in North-West Nigeria rather than to the general household population.

Table 3. Sample Distribution of Community Stakeholders across the Seven States of North-West Nigeria

S/N	State	2006 Census	Projected Household	Sample size	Percentage
1	Kano	1,603,335	2,482,604	129	24.8
2	Kaduna	1,115,974	1,727,974	90	17.3
3	Katsina	1,066,316	1,651,084	86	16.5
4	Jigawa	810,310	1,254,684	65	12.5
5	Sokoto	688,710	1,066,399	55	10.6
6	Zamfara	592,106	916,817	49	9.4
7	Kebbi	562,827	871,481	46	8.9
	Total	**6,439,578**	**9,971,043**	**520**	**100%**

Source: Author's Computation (2026)

Unit of Analysis and Respondent Selection

The unit of analysis in this study is the social enterprise–community interface, as assessed through the perceptions of knowledgeable individual respondents. Accordingly, data were collected from community stakeholders who demonstrated an adequate understanding of the relationships among the social dimensions of social enterprises (social mission and social change-making), dynamic capability, and community empowerment outcomes in North-West Nigeria. These respondents included leaders of Community Development Associations (CDAs), Community Development Service (CDS) leaders, employees of social enterprises, beneficiaries of social enterprise programmes, and household representatives who demonstrated adequate knowledge of social enterprise activities within their respective communities.

The use of these respondents is consistent with perception-based organisational research, which considers external stakeholders who regularly interact with organisations as appropriate key informants for evaluating organisational characteristics and outcomes observable through organisational practices and community engagement (Kumar et al., 1993;

Phillips, 1981; Podsakoff et al., 2003). Consequently, respondents were selected for their familiarity with the operations, programmes, and community interventions of social enterprises rather than solely for their residential status. Households (respondents) without any known relationship with or knowledge of social enterprise activities were deliberately excluded from the study to improve the validity of the responses.

Lastly, the dynamic capability construct was operationalised using perceptual indicators that reflect observable organisational behaviours, such as the ability of social enterprises to adapt to changing community needs, mobilise resources, develop innovative solutions, and continuously improve their community interventions. These organisational behaviours are visible to community stakeholders who regularly interact with social enterprises and therefore constitute appropriate informants for evaluating these organisational capabilities using perception-based measures.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Method of Data Collection and Development of Research Instrument

Primary data is the primary tool used to gather information for the study. A well-designed questionnaire administered through Google Forms was used to accomplish this. The questionnaire was adapted from previously validated instruments reported in the literature. During the adaptation process, the wording of selected items was refined to suit the context of social enterprises and community empowerment in North-West Nigeria while preserving the original conceptual definitions of the constructs. The adaptation process focused primarily on improving clarity, contextual relevance, and respondent comprehension without altering the underlying theoretical dimensions represented by each construct.

The questionnaire was administered in English, the official language of instruction and communication in Nigeria. Consequently, translation or linguistic validation procedures were not required. Before the main data collection, to establish content validity, the questionnaire was reviewed by experts with experience in social entrepreneurship, community development, and research methodology. The reviewers assessed the relevance, clarity, and representativeness of the measurement items relative to the study constructs. Their comments informed minor revisions to improve the clarity and contextual suitability of the instruments before data collection.

The questionnaire consisted of two sections. Section A collected respondents' demographic information, while Section B contained measurement items for the study's constructs. A five-point Likert response scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to measure all construct items. This scale is commonly used to capture subjective attitudes and views, and it provides sufficient variability for structural equation modelling analysis.

Measurement of Constructs

The study operationalised four latent constructs, namely social mission, social change-making, dynamic capability, and community empowerment. The questionnaire items were adapted from previously validated scales reported in the social entrepreneurship and strategic management literature to ensure construct validity and consistency with prior empirical studies. Specifically, the measurement items for social mission and social change-making were adapted from established social entrepreneurship studies, while the Dynamic Capability items were adapted from prior studies grounded in dynamic capability theory. Community empowerment was measured using items adapted from previous studies on community development and empowerment. Minor modifications were made to the wording of the items to ensure that they reflected the context of social enterprises operating in North-West Nigeria

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

without altering their original conceptual meaning. Table 4 presents the measurement scales used in the study.

Table 4. Measurement of Constructs

No.	Construct	Primary Measurement Sources
1	Social Mission	Global Social Enterprise (2022); Kannampuzha and Hockerts (2019); Alegre et al. (2017); Dacin et al. (2011); Dees (2001);
2	Social Change-making	Global Social Enterprise (2022); Kannampuzha and Hockerts (2019); Alegre et al. (2017)
3	Dynamic Capability	Eisenhardt and Martin (2017); Teece (2016); Vittoria, 2010
8	Community Empowerment	Click or tap here to enter text.Westoby and Botes (2013); Phillips and Pittman (2008)

Source: Author's Compilation (2026)

Data Analysis Techniques

The study employs partial least squares structural equation modelling (PLS-SEM) to examine how dynamic capabilities influence social entrepreneurship and community empowerment. On the other hand, general patterns and features of the respondents' demographic data were examined using descriptive analysis.

Results and Discussion

Demographic Data of Survey Respondents

520 households in North-Western Nigeria were given questionnaires for the study. 469 questionnaires out of the distributed questionnaires were retrieved. After the questionnaires were evaluated and coded for analysis, 462 were deemed valid and used for the analysis. Thus, a valid response rate of 88.8% was determined for the study, demonstrating high data integrity of the research tool. The demographic data for survey respondents are presented in Table 5.

The distribution of survey participants' gender and educational status is shown in Table 5. According to the analysis, 38.1% (176 out of 462) of survey participants were women, and 61.9% (286 out of 462) were men. It also showed that 3 out of 462 respondents, or 0.6% of the total, had never attended school. Many respondents (47.4%) held a Bachelor of Science (BSc) and a Higher National Diploma (HND). The results show that 18% of respondents hold postgraduate degrees, indicating a well-educated sample with a strong understanding of local conditions and the study topic. Additionally, 75.1% of respondents (347 out of 462) reported that social business activities have improved their community. These findings indicate that social entrepreneurship initiatives in North-Western Nigeria are actively addressing community and societal challenges. This supports Global Social Enterprise (2022), which highlights that social enterprises in Nigeria create value through innovative solutions to local social issues.

Table 5. Survey respondents' demographic data

Variables	Description	Frequency	Percentage (%)
Gender	Male	286	61.9
	Female	176	38.1
Educational status	No school attended	3	0.6
	Primary school cert.	9	1.9
	NECO/WAEC	34	7.4
	ND/NCE	114	24.7
	BSc/HND	219	47.4
	PGD/MSc/PhD	83	18.0
Social enterprises have contributed positively to your communities	Yes	347	75.1
	No	50	10.8
	Not sure	65	14.1

Source: Authors' Field Survey (2026)

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Structural Equation Modelling with Partial Least Squares (SEM-PLS) Analysis

For the measurement model assessment, Figure 2 presents graphical output from the SEM-PLS analysis of social mission, social change-making, community empowerment, and dynamic capabilities.

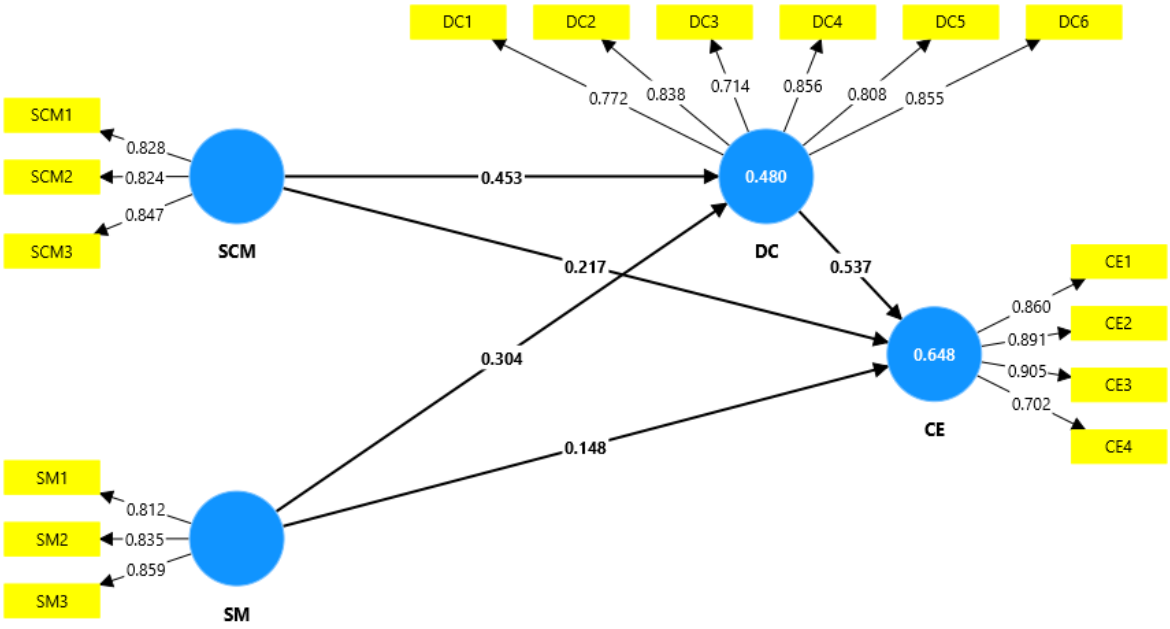


Figure 2. Assessments of the Measurement Model
Source: Authors' Field Survey (2026).

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Research Instrument's Validity and Reliability

The most popular measures of internal consistency reliability in business research settings are composite reliability and Cronbach's alpha (Cheung et al., 2024). Thus, the current study employed Cronbach's alpha and composite reliability to assess the instruments' internal consistency. The reliability data, including Average Variance Extracted (AVE), composite reliability (CR), Cronbach's alpha, and factor loadings, are presented in Table 6.

All constructs in this study were operationalized as reflective measurement models, consistent with the guidelines of Hair & Alamer (2022). The reflective specification is appropriate because the indicators are manifestations of the underlying latent constructs, are conceptually interchangeable, and are expected to covary.

The instrument's internal consistency was measured using a scale of 0 to 1, where a Cronbach's Alpha coefficient of less than 0.7 indicates low internal consistency or reliability of the scale's items; a score of more than 0.7 is deemed satisfactory or good, and a score of more than 0.8 is deemed excellent (Kaviani et al., 2021). The Cronbach's Alpha value for the study's instrument ranged from 0.780 to 0.893, indicating excellent internal consistency, as shown in Table 6. According to Cheung et al. (2024), the composite reliability coefficient for any construct should also be at least 0.7. As a result, the composite reliability coefficient for the study's instrument, as shown in Table 6, ranged from 0.872 to 0.919, indicating an exceptionally high level of internal consistency.

The Average Variance Extracted (AVE) criterion was used to assess convergent validity, which measures how an item in the study instrument converges with other items in the instrument in measuring the latent construct (Panzeri et al., 2024). To demonstrate the convergent validity of a certain construct, the AVE must be more than 0.50 (dos Santos & Cirillo, 2023). The AVE of all the study instruments, as shown in Table 6, is acceptable because it exceeds 0.5 (50%). This demonstrates that every item in the study's research instrument converges in a way that is both acceptable and suitable for assessing the study's latent construct.

To assess discriminant validity, this study employed cross-loadings. While recent PLS-SEM literature recommends the Heterotrait Monotrait Ratio (HTMT) as a more sensitive criterion for detecting discriminant validity issues (Hair et al., 2019; Hair & Alamer, 2022), cross-loadings remain a widely accepted diagnostic tool for examining indicator-level distinctiveness (Hair et al., 2019; Henseler & Sarstedt, 2013). The cross-loadings for discriminant validity are shown in Table 7.

According to Jordan and Spiess (2019), the cross-loading criterion stipulates that each item loading must be greater on its parent construct than on the constructs with a threshold of 0.7. As a result, every indicator's loading ought to exceed the cross-loading (Lim, 2024). Each indicator's loading is higher than the cross-loading, as seen in Table 7. As a result, every construct satisfies the discriminant validity condition.

Discriminant validity was assessed using the Fornell–Larcker criterion and HTMT, following PLS-SEM guidelines (Henseler et al., 2015). The Fornell–Larcker results showed that the square root of each construct's AVE exceeded its inter-construct correlations, confirming construct distinctiveness. HTMT values ranged from 0.715 to 0.861, below the 0.90 threshold, indicating adequate discriminant validity. However, the results also suggest relatively close conceptual relationships between some constructs, particularly social mission and social change-making.

Table 6. Average Variance Extracted, Composite Reliability, Cronbach's Alpha and Factor Loading

Construct	Measurement Items	Code	Factor Loading	Cronbach's Alpha	CR	AVE
Community Empowerment	Social enterprises improve access to economic opportunities and support poverty reduction in my community	CE1	0.860	0.862	0.907	0.711
	Social enterprises contribute to community welfare and development	CE2	0.891			
	Social enterprises improve the living conditions of community members	CE3	0.905			
	Social enterprises promote sustainable empowerment initiatives	CE4	0.702			
Dynamic Capability	Social enterprises effectively adapt to changing community needs	DC1	0.772	0.893	0.919	0.654
	Social enterprises effectively mobilize resources to address social problems	DC2	0.838			
	Social enterprises continuously improve their operational strategies	DC3	0.714			
	Social enterprises are capable of responding quickly to societal changes	DC4	0.856			
	Social enterprises develop and build good relationship with community members	DC5	0.808			
	Social enterprises demonstrate strong innovative capabilities	DC6	0.855			
Social Change-Making	Social enterprises promote positive social transformation	SCM1	0.828	0.780	0.872	0.694
	Social enterprises initiate innovative solutions to societal problems	SCM2	0.824			
	Social enterprises create lasting social impact within society	SCM3	0.847			
Social Mission	Social enterprises prioritize social value creation over profit maximization	SM1	0.812	0.783	0.874	0.698
	Social enterprises are committed to addressing community challenges	SM2	0.835			
	Social enterprises are driven by a strong commitment to social impact	SM3	0.859			

Source: Author's Field Survey (2026)

International Journal of Business Sustainability
Volume: 2, Issue: 1, 2026
Published by UIR Press
© 2026 The Author(s)
Licensed under CC BY 4.0
e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Table 7. Cross Loadings

	CE	DC	SCM	SM
CE1	**0.860**	0.688	0.581	0.472
CE2	**0.891**	0.654	0.559	0.540
CE3	**0.905**	0.747	0.579	0.554
CE4	**0.702**	0.471	0.533	0.519
DC1	0.505	**0.772**	0.450	0.414
DC2	0.568	**0.838**	0.480	0.491
DC3	0.598	**0.714**	0.484	0.435
DC4	0.660	**0.856**	0.566	0.550
DC5	0.668	**0.808**	0.611	0.563
DC6	0.695	**0.855**	0.554	0.455
SCM1	0.520	0.615	**0.828**	0.553
SCM2	0.586	0.520	**0.824**	0.569
SCM3	0.560	0.496	**0.847**	0.528
SM1	0.536	0.525	0.582	**0.812**
SM2	0.484	0.464	0.547	**0.835**
SM3	0.519	0.520	0.525	**0.859**

Source: Author's Field Survey (2026)

Although social mission and social change-making represent related dimensions of social entrepreneurship, the results confirm that they are empirically distinguishable constructs. Social mission reflects the strategic commitment of social enterprises to addressing societal problems, whereas social change-making captures the implementation of transformative actions to generate sustainable societal improvements. The distinction between these constructs is supported by prior conceptualizations of social entrepreneurship, which recognize social mission and social change-making as related but theoretically distinct dimensions (Kamaludin et al., 2024; Phillips et al., 2019). The Fornell–Larcker criterion for discriminant validity and the HTMT results are shown in Tables 8 and 9, respectively.

Table 8. Discriminant Validity – Fornell-Larcker criterion

	CE	DC	SCM	SM
CE	0.843			
DC	0.768	0.809		
SCM	0.666	0.654	0.833	
SM	0.616	0.604	0.661	0.835

Source: Author's Field Survey (2026)

Multicollinearity Assessment

Evaluating multicollinearity is a crucial first step in structural equation modelling, particularly when employing Partial Least Squares Structural Equation Modelling (PLS-SEM), to guarantee the accuracy and reliability of model predictions (Hair & Alamer, 2022). Multicollinearity is absent when the VIF value is 1, moderate but acceptable levels are suggested by values between 1 and 5, and possible multicollinearity problems that need special attention are

indicated by values greater than 5 (Hair et al., 2019). Moreover, according to Imdadullah et al., (2016), Kim (2019), Senaviratna and Cooray (2019), and Purwanto and Sudargini (2021), a VIF value of less than 10 is generally considered acceptable, while values above 10 indicate significant multicollinearity issues.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Table 9. Discriminant Validity - Heterotrait–Monotrait Ratio (HTMT) - List

	Heterotrait-monotrait ratio (HTMT)
DC <-> CE	0.861
SCM <-> CE	0.818
SCM <-> DC	0.776
SM <-> CE	0.753
SM <-> DC	0.715
SM <-> SCM	0.844

Source: Author's Field Survey (2026)

The results indicate that the VIF values for the inner model ranged from 1.775 to 2.170. All inner model VIF values were below the conservative cut-off of 5.0, indicating that multicollinearity and redundancy do not exist between the variables, thereby ensuring stability in the structural model estimation. The collinearity statistics of the inner model for each of the study's constructs are shown in Table 10.

Table 10. Collinearity Statistics (VIF) – Inner model List

	VIF
DC -> CE	1.924
SCM -> CE	2.170
SCM -> DC	1.775
SM -> CE	1.954
SM -> DC	1.775

Source: Author's Field Survey (2026)

Analysis of the Direct, Indirect, and Total Effects

For the structural model, the mediation analysis was conducted using the bootstrapping technique to determine the significance of the path coefficients, with 5000 bootstrap samples. This was achieved by following the recommendations offered by the most recent study (Nitzl et al., 2016). The findings of the SEM-PLS analysis (bootstrapping) for the variables social mission, social change-making, dynamic capabilities, and community empowerment are graphically presented in Figure 3.

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

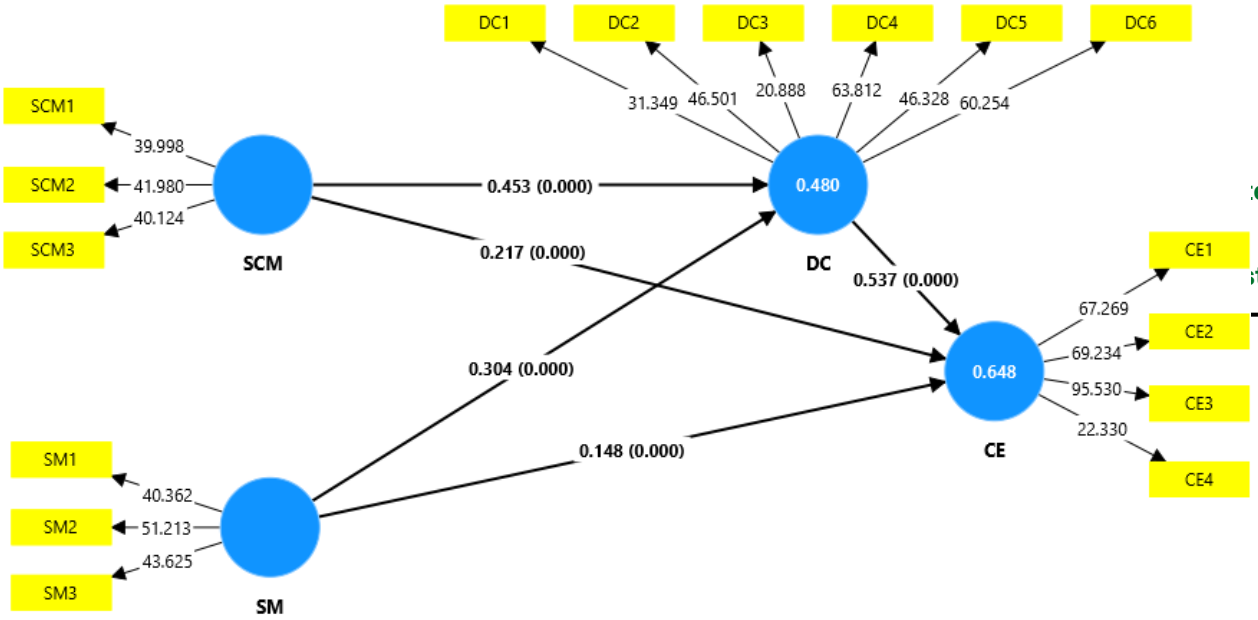


Figure 3. Assessment of Structural Model
Source: Author's Computation.

The study's structural model, which is utilized to accomplish the study's goal, is shown in Figure 3. According to the results, social mission, social change-making, and community empowerment are significantly related (R^2 = 0.648, Adjusted R^2 = 0.645, P-value = 0.000). In North-Western Nigeria, social change-making and social mission are the two most important variables that account for 64.8% of the variation in community empowerment. Nonetheless, 35.2% of additional factors that are not encompassed in this model nurture North-Western Nigeria's community empowerment. On the other hand, the exogenous latent variable of social mission and social change-making used in the study model collectively explain 48.0% of the variance in dynamic capabilities. This outcome is outstanding considering Chin et al. (2003)'s suggestion.

Result of Path Coefficients

This section presents the analysis of the direct, indirect, and total effects at $p < 0.05$ as shown in Tables 11, 12, and 13, which are used in testing the study's hypotheses. The results indicate that both social mission ($\beta = 0.304$, $p < 0.005$) and social change-making ($\beta = 0.453$, $p < 0.005$) significantly and positively influence dynamic capability. Furthermore, dynamic capability exerts a strong positive effect on community empowerment ($\beta = 0.537$, $p < 0.005$).

For the direct relationships, both social mission ($\beta = 0.148$, $p = 0.000$) and social change-making ($\beta = 0.217$, $p = 0.000$) have positive and statistically significant direct effects on community empowerment. Similarly, the indirect effects of social mission ($\beta = 0.163$, $p = 0.000$) and social change-making ($\beta = 0.243$, $p = 0.000$) on community empowerment through dynamic capability are also positive and statistically significant. In addition, the total effects remain positive and statistically significant for both social mission ($\beta = 0.311$, $p = 0.000$) and social change-making ($\beta = 0.460$, $p = 0.000$).

Following the mediation typology of Nitzl et al. (2016), the results indicate complementary mediation, as both direct and indirect effects are significant and positive. This suggests that dynamic capability acts as a key mechanism through which social entrepreneurship dimensions enhance community empowerment, while social mission and social change-making also have direct positive effects.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Table 11. Path Coefficients- Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
DC -> CE	0.537	0.537	0.045	11.873	0.000	Supported
SCM -> CE	0.217	0.216	0.044	4.957	0.000	Supported
SCM -> DC	0.453	0.453	0.053	8.622	0.000	Supported
SM -> CE	0.148	0.149	0.036	4.142	0.000	Supported
SM -> DC	0.304	0.305	0.055	5.560	0.000	Supported

N = 462. SM = Social Mission; SCM = Social Change-making; DC = Dynamic Capability; CE = Community empowerment.
Source: Authors' Field Study (2026)

Table 12. *Specific indirect effects- Mean, STDEV, T values, p values*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
SCM -> DC -> CE	0.243	0.244	0.036	6.684	0.000	Supported
SM -> DC -> CE	0.163	0.164	0.031	5.311	0.000	Supported

N = 462. SM = Social Mission; SCM = Social Change-making; DC = Dynamic Capability; CE = Community empowerment.
Source: Authors' Field Study (2026)

Table 13. Total effects- Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
DC -> CE	0.537	0.537	0.045	11.873	0.000
SCM -> CE	0.460	0.460	0.048	9.667	0.000
SCM -> DC	0.453	0.453	0.053	8.622	0.000
SM -> CE	0.311	0.313	0.047	6.570	0.000
SM -> DC	0.304	0.305	0.055	5.560	0.000

N = 462. SM = Social Mission; SCM = Social Change-making; DC = Dynamic Capability; CE = Community empowerment.
Source: Authors' Field Study (2026)

Overall, the structural model demonstrates that social mission and social change-making exert both direct and indirect positive effects on community empowerment. These findings provide strong empirical support for the mediating role of dynamic capability while also confirming that the proposed direct relationships (H1 and H2) are statistically supported.

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Discussion of Results

The discussion of the findings is presented below according to each of the hypothesised relationships.

Social mission and community empowerment

The findings reveal that social mission has a positive and statistically significant effect on community empowerment in North-West Nigeria. Accordingly, the hypothesis that social mission significantly influences community empowerment is supported. This finding suggests that when social enterprises are strongly committed to addressing societal challenges and prioritizing social value creation, they are more likely to generate meaningful improvements in the well-being and empowerment of their host communities. A clearly defined social mission therefore serves as a strategic driver that guides organisational decisions, resource allocation, and programme implementation towards achieving sustainable community development.

A plausible explanation for this finding is that a strong social mission provides social enterprises with a clear sense of purpose that shapes their operational priorities and strengthens their commitment to addressing the needs of vulnerable populations. Organisations with a well-defined social mission are more likely to invest in initiatives that improve access to economic opportunities, strengthen community participation, reduce poverty, and enhance the overall quality of life within their communities. Consequently, the strategic orientation provided by the social mission directly contributes to community empowerment by ensuring that organisational activities remain focused on creating long-term social value rather than short-term economic gains.

The finding may also be explained by the socioeconomic realities of North-West Nigeria, where many communities continue to experience poverty, unemployment, insecurity, inadequate infrastructure, and limited access to essential social services. Within such environments, social enterprises often complement government efforts by providing innovative and community-oriented interventions that directly address local development challenges. A strong social mission therefore enables these organisations to respond more effectively to community needs and generate tangible empowerment outcomes despite prevailing institutional constraints.

From the perspective of dynamic capability theory, a clearly articulated social mission provides the strategic direction that enables organisations to identify social opportunities and pursue interventions that create value for their communities. Although organisational capabilities remain important for sustaining these interventions, the present finding demonstrates that the strategic commitment embodied in the social mission itself contributes directly to community empowerment. This indicates that mission-driven organisations are capable of generating positive social outcomes by aligning their resources and activities with clearly defined social objectives.

The finding further suggests that social mission constitutes a fundamental pillar of social entrepreneurship and represents an important mechanism through which social enterprises fulfil their developmental role within society. In developing economies such as Nigeria, where institutional support is often limited, organisations with strong social missions are better positioned to address community challenges, promote inclusive development, and contribute to sustainable social transformation.

Empirically, the finding is consistent with the studies of Aliu et al. (2025) which reported that social mission significantly enhances community empowerment. The present study strengthens this evidence by demonstrating that social mission not only exerts a direct positive influence on community empowerment but also contributes indirectly through dynamic

capability, suggesting that organisational capability further enhances the effectiveness of mission-driven social enterprises in influencing community empowerment in the study area.

Social Change-Making and Community Empowerment

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

The findings reveal that social change-making has a positive and statistically significant effect on community empowerment in North-West Nigeria. Therefore, the hypothesis which state that social change-making significantly influences community empowerment is supported. This finding suggests that the change-oriented activities undertaken by social enterprises contribute directly to improving the well-being of communities by addressing social challenges, promoting inclusive development, and fostering sustainable social transformation. Through innovative interventions and community-focused programmes, social enterprises are able to generate tangible empowerment outcomes that improve the quality of life of community members.

A plausible explanation for this finding is that social change-making represents the practical implementation of social entrepreneurship through deliberate actions aimed at solving societal problems. Unlike social mission, which reflects the strategic intent of an organisation, social change-making captures the execution of initiatives that directly address community needs. Consequently, organisations that actively implement innovative social interventions are more likely to create employment opportunities, strengthen community participation, improve access to essential services, and promote sustainable community development.

The findings may also be explained by the socioeconomic realities of North-West Nigeria, where communities continue to experience widespread poverty, unemployment, insecurity, inadequate infrastructure, and limited institutional support. Within such an environment, social enterprises frequently complement government development efforts by introducing innovative solutions to persistent social challenges. Their change-making activities therefore contribute directly to empowering communities through improved access to economic opportunities, social inclusion, and community development initiatives.

From a theoretical perspective, dynamic capability theory emphasizes that organisations create sustainable value by continuously integrating, building, and reconfiguring internal and external competencies in response to changing environmental conditions (Teece, 2016). Although the present findings demonstrate that social change-making directly contributes to community empowerment, the theory further suggests that organisations possessing stronger adaptive capabilities are better positioned to sustain and expand the impact of their change-oriented initiatives over time.

This result further highlights the positive influence of social change-making on community empowerment is further strengthened through the mediating role of dynamic capability. This suggests that while social change-making directly enhances community empowerment, its overall impact becomes greater when social enterprises possess the organisational capability to adapt, innovate, mobilise resources, and effectively respond to evolving community needs. Dynamic capability therefore complements rather than replaces the direct contribution of social change-making to community empowerment.

Empirically, the finding is consistent with the study of Aini et al. (2023), who argued that social entrepreneurship serves as a catalyst for community empowerment through transformational approaches to social change. The present study extends this evidence by demonstrating that social change-making not only exerts a direct positive influence on community empowerment but also achieves stronger and more sustainable outcomes when supported by dynamic capability.

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Dynamic Capability, Social Mission, and Community Empowerment

The findings indicate that dynamic capability mediates the effect of social mission on community empowerment. Both the direct effect of social mission on community empowerment and the indirect effect through dynamic capability were positive and statistically significant. Following the mediation typology proposed by Nitzl et al. (2016), this pattern of results is more appropriately classified as complementary mediation, where both the direct and indirect effects are statistically significant and operate in the same direction. Accordingly, the hypothesis which claims that dynamic capability mediates the relationship between social mission and community empowerment in North-West Nigeria is supported.

This finding suggests that social mission contributes to community empowerment both directly and indirectly through the organisation's ability to develop and deploy dynamic capabilities. In practical terms, a strong social mission provides the strategic direction and commitment necessary for addressing societal challenges, while dynamic capability strengthens this relationship by enabling social enterprises to adapt, innovate, mobilise resources, and continuously reconfigure organisational competencies in response to changing community needs. Consequently, dynamic capability enhances rather than replaces the direct contribution of social mission to community empowerment.

Theoretically, this finding provides strong support for dynamic capability theory, which emphasizes that sustainable organisational outcomes emerge when organisations possess the ability to sense opportunities, seize them strategically, and transform organisational resources into effective actions (Teece, 2016). In the context of social entrepreneurship, the results demonstrate that mission-driven organisations can directly generate community empowerment; however, these outcomes are stronger and more sustainable when supported by well-developed dynamic capabilities.

Beyond supporting dynamic capability theory, the present study extends its application within the social entrepreneurship literature. Previous studies have primarily examined dynamic capability as a determinant of organisational performance, innovation, or competitive advantage. In contrast, this study demonstrates that dynamic capability also functions as a complementary mechanism that strengthens the contribution of the social dimensions of social entrepreneurship to community empowerment. This extends the theoretical application of Dynamic Capability Theory beyond conventional organisational performance outcomes to broader social development outcomes within resource-constrained environments.

The findings further highlight the importance of organisational adaptability for social enterprises operating in volatile, resource-constrained environments. Although a clearly defined social mission can directly promote community empowerment, organisations possessing stronger dynamic capabilities are better positioned to sustain, expand, and maximise the impact of their social interventions. Consequently, social enterprises that combine a strong mission orientation with adaptive organisational capabilities are more likely to achieve enduring and sustainable community empowerment.

Empirically, the finding is consistent with Monir and Geberemeskel (2024), who reported that social entrepreneurship driven by strong social missions promotes community empowerment through innovation-related mechanisms. The present study extends this evidence by demonstrating that dynamic capability not only mediates the relationship between social mission and community empowerment but also complements the direct influence of social mission, thereby providing a more comprehensive explanation of how social enterprises generate sustainable community outcomes.

Dynamic Capability, Social Change-Making and Community Empowerment

The findings indicate that dynamic capability mediates the effect of social change-making on community empowerment. Both the direct effect of social change-making on community empowerment and the indirect effect through dynamic capability were positive and statistically significant. Following the mediation guidelines of Nitzl et al. (2016), this pattern of results is more appropriately described as complementary mediation, whereby both the direct and indirect effects are statistically significant and reinforce one another. Accordingly, the hypothesis that dynamic capability mediates the relationship between social change-making and community empowerment in North-West Nigeria is supported.

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

This finding implies that social change-making contributes to community empowerment both directly and indirectly through the organisation's dynamic capability. While change-making initiatives generate immediate improvements by addressing pressing social challenges and promoting community development, their long-term effectiveness is strengthened when social enterprises possess the capability to adapt, innovate, integrate resources, and continuously respond to evolving community needs. Dynamic capability, therefore, enhances the impact of social change-making by enabling social enterprises to sustain and expand their social interventions over time.

Theoretically, this finding reinforces the propositions of dynamic capability theory, which argues that organisations achieve sustainable outcomes through continuous adaptation, resource integration, organisational learning, and innovation. The results demonstrate that social change-making itself contributes directly to community empowerment; however, organisations with stronger dynamic capabilities are better positioned to maximise the effectiveness and sustainability of their change-oriented initiatives. Consequently, dynamic capability serves as a complementary mechanism that strengthens the relationship between social change-making and community empowerment.

The finding also reflects the practical realities of developing societies where social problems are multidimensional, resource constraints are pervasive, and community needs continually evolve. Under such conditions, social enterprises require organisational flexibility and adaptive capability to sustain innovative interventions and respond effectively to changing socioeconomic circumstances. Dynamic capability, therefore, enhances social enterprises' ability to implement, scale, and sustain change-making initiatives that generate lasting community empowerment.

Empirically, the finding is consistent with Fazrin and Mulyana (2024), who emphasized that social change-making contributes significantly to community empowerment by strengthening organisational resources and capabilities. The present study extends this evidence by demonstrating that dynamic capability not only mediates the relationship between social change-making and community empowerment but also complements the direct contribution of social change-making, thereby providing a more comprehensive explanation of how social enterprises generate sustainable community outcomes in North-West Nigeria.

In summary, the findings demonstrate that dynamic capability plays a complementary mediating role in strengthening the relationship between the social dimensions of social entrepreneurship and community empowerment. Community empowerment is achieved not only because social enterprises possess strong social missions and actively pursue social change-making initiatives, but also because they continuously adapt their organisational resources, learn from changing environmental conditions, and reconfigure their capabilities to respond effectively to evolving community needs. Dynamic capability, therefore, enhances the translation of social intentions into sustainable community outcomes by reinforcing the direct contributions of social mission and social change-making. These findings provide empirical support for both the direct hypotheses (H1 and H2) and the mediation hypotheses (H3 and H4),

Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

reinforcing the importance of combining mission-driven objectives with strong organisational capabilities to achieve lasting community empowerment.

Conclusion

This study provides empirical evidence for the mediating effect of dynamic capability in the relationship between social mission, social change-making, and community empowerment in North-West Nigeria. The findings reveal that both social mission and social change-making exert significant positive direct effects on community empowerment and significantly enhance dynamic capability, thereby further strengthening their influence on community empowerment. Thus, dynamic capability complements the direct contributions of the social dimensions of social entrepreneurship by enhancing organisations' ability to adapt, innovate, mobilise resources, and respond effectively to evolving community needs. Following the contemporary PLS-SEM mediation typology proposed by Nitzl et al. (2016), the mediation observed in this study is more appropriately classified as complementary mediation, indicating that social mission and social change-making influence community empowerment through both direct and indirect pathways.

Beyond its empirical findings, this study contributes to the theoretical advancement of the social entrepreneurship literature by demonstrating that dynamic capability theory provides a robust explanatory framework for understanding how mission-driven social enterprises translate their social intentions and change-oriented initiatives into tangible community empowerment outcomes. While previous studies have primarily examined dynamic capability in relation to organisational performance, innovation, and competitive advantage, this study extends its application to community empowerment within resource-constrained environments. Consequently, the study enriches the growing body of knowledge on social entrepreneurship by demonstrating that dynamic capability functions not merely as a mediating mechanism but as a strategic organisational capability that amplifies the contributions of social mission and social change-making to sustainable community empowerment.

Based on these findings, the study recommends that social enterprises continue to strengthen their dynamic capabilities alongside the development and implementation of strong social missions and social change-making initiatives. Such efforts should focus on organisational learning, innovation, resource mobilisation, strategic adaptability, and stakeholder collaboration to maximise sustainable community empowerment outcomes. Furthermore, governments and development partners should establish supportive policies, institutional support mechanisms, leadership development programmes, and capacity-building initiatives that strengthen social enterprises' dynamic capabilities, thereby enabling them to enhance the effectiveness and sustainability of their community development interventions.

This study was limited to examining the mediating effect of dynamic capability in the relationship between social mission, social change-making, and community empowerment in North-West Nigeria. The use of convenience sampling and the deliberate selection of respondents with demonstrable knowledge of social enterprise activities may have limited the generalisability of the findings to the broader population. Although this approach was appropriate for theory testing and ensured informed responses, future studies should adopt more diverse, probability-based sampling strategies, where feasible, to improve external validity. Future research may also examine additional mediating or moderating variables, employ longitudinal research designs to capture organisational capability development over time, and investigate whether the proposed model remains valid across different sectors, regions, or developing-country contexts.

Reference

Abu-Saifan, S. (2012). Social Entrepreneurship: Definition and Boundaries. *Technology Innovation Management Review*, *2*(2). https://doi.org/10.22215/timreview523

Adeyeye, M. M., Aliu, M. M., Oni, O. O., & Onimisi, R. O. (2019). Entrepreneurial Motivations and Micro-small Businesses Growth: Opportunity-driven and Necessity-driven Entrepreneurship Perspectives. *Lapai International Journal of Management and Social Sciences*, *11*(2). *A Publication of the Faculty of Management & Social Sciences*, *11*(2). http://repository.futminna.edu.ng:8080/jspui/handle/123456789/5355

Aini, E. K., Yuliaji, E. S., & Nafisa, L. (2023). Social entrepreneur as agent of change for sustainable development. In *Fostering Sustainable Entrepreneurship in Emerging Market: An Interdisciplinary Perspective* (pp. 249–264). FSH-PH Publications. https://doi.org/10.11594/futscipress26

Akamike, J. O., & Okonkwo, O. N. (2024). Innovative transformations for sustainable development in Nigeria's monetary and fiscal policies. In *African Journal of Social and Behavioural Sciences (AJSBS)* (Vol. 14, Number 4).

Alegre, I., Kislenko, S., & Berbegal-Mirabent, J. (2017). Organized Chaos: Mapping the Definitions of Social Entrepreneurship. *Journal of Social Entrepreneurship*, *8*(2), 248–264. https://doi.org/10.1080/19420676.2017.1371631

Aliu, M. M., & Oni, E. O. (2020). A Review on Marketing Strategies and Sustainable Competitive Advantage of SMEs in the Manufacturing Sector. *Covenant Journal of Entrepreneurship*, *4*(2). https://journals.covenantuniversity.edu.ng/index.php/cjoe/article/view/2386

Aliu, M. M., Jimoh, A., & Okeme, P. (2026). Examining the impact of entrepreneurial psychology on agribusiness sustainability. *Jurnal Ekonomi KIAT*, *37*(1), 1-29. https://doi.org/10.25299/kiat.2026.27323

Aliu, M. M., Oni, E. O., & Umar, M. Z. (2021). Impact of Marketing Strategies on Sustainable Competitive Advantage of Manufacturing Firms in Minna Metropolis. *African Journal of Entrepreneurship and Small Business Management (AJENTS)*, *1*(2), 165–190. http://repository.futminna.edu.ng:8080/jspui/handle/123456789/19898

Aliu, M. M., Oni, E. O., Dauda, A., Dauda, C. K., & Ijaiya, M. A. (2025). Examining the impact of social entrepreneurship on sustainable community development in South West Nigeria. *Impressive Journal of Management and Social Sciences*, *ISSN*(2), 2006–7976. https://doi.org/10.33003/ijmass-2025v1i2.33.179-190

Aliu, M. M., Oni, E. O., Dauda, A., Dauda, C. K., & Ijaiya, M. A. (2025). Mediating Effect of Organisational Capability on Commercial Activities of Social Enterprise and Sustainable Development in South-Western Nigeria. *NDA Journal of Management Sciences Research*, *5*(2), 1–12. https://ndajmsr.org.ng/ojs33/index.php/home/article/view/31

Aliu, M. M., Oni, E. O., Dauda, A., Dauda, C. K., Ijaiya, M. A., & Bello, I. E. (2025). The Need for Sustainable Solutions to Social Problems Through Social Entrepreneurship in South West Nigeria. *Journal of Social Entrepreneurship*, 1–23. https://doi.org/10.1080/19420676.2025.2549869

Aliu, M. M., Oni, E., Dauda, A., & Dauda, C. (2025). Unpacking the Ambiguities: A Critical Review of Social Entrepreneurship Definitions and Perspectives. *POLAC Journal of Social and Management Sciences (PJSMS)*, *3*(1), 51–68. https://doi.org/10.5281/zenodo.16275505

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026



Published by UIR Press

© 2026 The Author(s) Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Asikhia, O., & Naidoo, V. (2020). Assessment of the moderating effects of Nigerian market environment on the relationship between management success determinants and SMEs' performance. *Problems and Perspectives in Management*, *18*(4), 388–401. https://doi.org/10.21511/ppm.18(4).2020.31

Battilana, J., Sengul, M., Pache, A.-C., & Model, J. (2015). Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises. *Academy of Management Journal*, *58*(6), 1658–1685. https://doi.org/10.5465/amj.2013.0903

Chell, E. (2007). Social Enterprise and Entrepreneurship. *International Small Business Journal: Researching Entrepreneurship*, *25*(1), 5–26. https://doi.org/10.1177/0266242607071779

Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, *41*(2), 745–783. https://doi.org/10.1007/s10490-023-09871-y

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A Partial Least Squares Latent Variable Modeling Approach for Measuring Interaction Effects: Results from a Monte Carlo Simulation Study and an Electronic-Mail Emotion/Adoption Study. *Information Systems Research*, *14*(2), 189–217. https://doi.org/10.1287/isre.14.2.189.16018

Dacin, M. T., Dacin, P. A., & Tracey, P. (2011). Social Entrepreneurship: A Critique and Future Directions. *Organization Science*, *22*(5), 1203–1213. https://doi.org/10.1287/orsc.1100.0620

Dees, J. G. (2001). *The meaning of social entrepreneurship*. Stanford, CA: Stanford University

Defourny, J., & Nyssens, M. (2010). Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States: Convergences and Divergences. *Journal of Social Entrepreneurship*, *1*(1), 32–53. https://doi.org/10.1080/19420670903442053

dos Santos, P. M., & Cirillo, M. Â. (2023). Construction of the average variance extracted index for construct validation in structural equation models with adaptive regressions. *Communications in Statistics - Simulation and Computation*, *52*(4), 1639–1650. https://doi.org/10.1080/03610918.2021.1888122

Dushkova, D., & Ivlieva, O. (2024). Empowering Communities to Act for a Change: A Review of the Community Empowerment Programs towards Sustainability and Resilience. *Sustainability*, *16*(19), 8700. https://doi.org/10.3390/su16198700

Eisenhardt, K. M., & Martin, J. A. (2017). Dynamic Capabilities: What Are They? In *The SMS Blackwell Handbook of Organizational Capabilities* (pp. 341–363). Wiley. https://doi.org/10.1002/9781405164054.ch21

Fazrin, F., & Mulyana, Y. (2024). Social Capital Development for Sustainable Community: Case Study on Sekolah Master Indonesia (SMI). *Eduvest - Journal of Universal Studies*, *4*(9), 7587–7601. https://doi.org/10.59188/eduvest.v4i9.3780

Global Social Enterprise (2022). The State of Social Enterprise in Nigeria. *British Council* 1-85 https://www.britishcouncil.org/society/social-enterprise

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied

example. *Research Methods in Applied Linguistics*, *1*(3), 100027. https://doi.org/10.1016/j.rmal.2022.100027

Hart, A. O. (2024). Institutional framework for sustainable community engagement for development in Nigeria. *Journal of Humanities and Social Policy*, *10*(2), 14-37. https://doi.org/10.56201/jhsp.v10.no2.2024.pg14.37

Helm, S. T., & Andersson, F. O. (2010). Beyond taxonomy: An Empirical Validation of Social Entrepreneurship in the Nonprofit Sector. *Nonprofit Management and Leadership*, *20*(3), 259–276. https://doi.org/10.1002/nml.253

Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, *28*(2), 565–580. https://doi.org/10.1007/s00180-012-0317-1

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115-135. https://doi.org/10.1007/s11747-014-0403-8

Hidalgo, G., Monticelli, J. M., & Vargas Bortolaso, I. (2024). Social Capital as a Driver of Social Entrepreneurship. *Journal of Social Entrepreneurship*, *15*(1), 182–205. https://doi.org/10.1080/19420676.2021.1951819

Hill, T. L., Kothari, T. H., & Shea, M. (2010). Patterns of Meaning in the Social Entrepreneurship Literature: A Research Platform. *Journal of Social Entrepreneurship*, *1*(1), 5–31. https://doi.org/10.1080/19420670903442079

Humphris, G. K. (2017). Motivations of social entrepreneurs. *Fields: Journal of Huddersfield Student Research*, *3*(1). https://doi.org/10.5920/fields.2017.06

Imdadullah, M., Aslam, M., & Altaf, S. (2016). mctest: An R Package for Detection of Collinearity among Regressors. *The R Journal*, *8*(2), 495. https://doi.org/10.32614/RJ-2016-062

Jimoh, A., Aliu, M. M., Ayorinde, A. A., Halidu, S., & Bello, A. M. (2026). Financial Accessibility and Growth of Female Entrepreneurs in North Central Nigeria: A Theoretical Review. *International Journal of Intellectual Discourse*, *9*(1). https://www.ijidjournal.org/index.php/ijid/article/view/1100

Jimoh, A., Aliu, M. M., Otohinoyi, K. D., Bello, M. A., & Salihu, A. (2025). Impact of Performance Appraisal on Employees Productivity among Commercial Banks in Minna Metropolis. *Journal of Management Science and Career Development*, *9*(7). 227-243. https://doi.org/10.70382/sjmscd.v9i7.046

Jimoh, A., Aliu, M. M., Salihu, A., & Bello, A. M. (2025). Investigating the impact of socio-economic infrastructures on sustainability of manufacturing firms in Minna Metropolis. *International Journal of Financial Research and Management Science*, *8*(7). 27-46. https://doi.org/10.70382/tijfrms.v08i7.005

Jordan, P., & Spiess, M. (2019). Rethinking the Interpretation of Item Discrimination and Factor Loadings. *Educational and Psychological Measurement*, *79*(6), 1103–1132. https://doi.org/10.1177/0013164419843164

Kamaludin, M. F., Xavier, J. A., & Amin, M. (2024). Social Entrepreneurship and Sustainability: A Conceptual Framework. *Journal of Social Entrepreneurship*, *15*(1), 26–49. https://doi.org/10.1080/19420676.2021.1900339

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026



Published by UIR Press

© 2026 The Author(s)
Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Kannampuzha, M., & Hockerts, K. (2019). Organizational social entrepreneurship: scale development and validation. *Social Enterprise Journal*, *15*(3), 290–319. https://doi.org/10.1108/SEJ-06-2018-0047

Kaviani, B. R., Rezaee, M., Pashazadeh Azar, Z., Tabatabae, M., & Gerivani, H. (2021). The Measure of Processes of Care 20-item (MPOC-20): Validity and Reliability of the Persian Version. *Journal of Rehabilitation*, *22*(1), 102–117. https://doi.org/10.32598/RJ.22.1.3213.1

Kim, J. H. (2019). Multicollinearity and misleading statistical results. *Korean Journal of Anesthesiology*, *72*(6), 558–569. https://doi.org/10.4097/kja.19087

Krause, M. S. (2019). Randomness is problematic for social science research purposes. *Quality & Quantity, 53*(3), 1319–1333. https://doi.org/10.1007/s11135-018-0824-4

Kumar, N., Stern, L. W., & Anderson, J. C. (1993). Conducting interorganizational research using key informants. *Academy of Management Journal, 36*(6), 1633–1651. https://doi.org/10.2307/256824

Lim, W. M. (2024). A typology of validity: content, face, convergent, discriminant, nomological and predictive validity. *Journal of Trade Science*, *12*(3), 155–179. https://doi.org/10.1108/JTS-03-2024-0016

Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, *41*(1), 36–44. https://doi.org/10.1016/j.jwb.2005.09.002

Mas-Machuca, M., Akhmedova, A., & Marimon, F. (2024). The social mission works: internalizing the mission to achieve organizational performance in social enterprises. *Review of Managerial Science*, *18*(4), 965–989. https://doi.org/10.1007/s11846-023-00627-y

Monir, M. M. S., & Geberemeskel, A. N. (2024). Fostering Sustainable Social Development through Social Entrepreneurship: Implementing Social Innovation Initiatives for Transformation. *Applied Research in Administrative Sciences*, *5*(2). https://doi.org/10.24818/ARAS/2024/5/2.03

Moss, T. W., Lumpkin, G. T., & Short, J. C. (2008). *The Dependent Variables of Social Entrepreneurship Research*. https://ssrn.com/abstract=1348117

Müller, M., Vaseková, V., & Kročil, O. (2024). Entrepreneurial solutions to social problems: philosophy versus management as a guiding paradigm for social enterprise success. *Journal of Small Business and Enterprise Development*, *31*(1), 31–54. https://doi.org/10.1108/JSBED-04-2023-0174

Murphy, R. O., & Ackermann, K. A. (2014). Social Value Orientation: Theoretical and Measurement Issues in the Study of Social Preferences. *Personality and Social Psychology Review*, *18*(1), 13–41. https://doi.org/10.1177/1088868313501745

National Bureau of Statistics. (2023). *Nigeria Distribution of Regular Households 2006*. https://nigeria.opendataforafrica.org/ivpwkze/nigeria-distribution-of-regular-households-2006.

Nicholls, A., Simon, J., & Gabriel, M. (2016). Introduction: Dimensions of social innovation. *New frontiers in social innovation research*, 1-26. https://link.springer.com/content/pdf/10.1057/9781137506801_1.pdf

Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling. *Industrial Management & Data Systems*, *116*(9), 1849–1864. https://doi.org/10.1108/IMDS-07-2015-0302

Ochepa, A. A., Jimoh, A., Aliu, M. M., Halidu, S., & Ayorinde, A. A. (2026). Examining the Effect of Organisational Capability on Social Entrepreneurship and Sustainable Community Development in South Western Nigeria. *Journal of Research Administration*, *9*(1). https://journal-administration.com/assets/uploads/doc/af929-567-584.240323.pdf

Panzeri, A., Castelnuovo, G., & Spoto, A. (2024). Assessing Discriminant Validity through Structural Equation Modeling: The Case of Eating Compulsivity. *Nutrients*, *16*(4), 550. https://doi.org/10.3390/nu16040550

Perrini, F., Costanzo, L. A., & Karatas-Ozkan, M. (2021). Measuring impact and creating change: a comparison of the main methods for social enterprises. *Corporate Governance: The International Journal of Business in Society*, *21*(2), 237–251. https://doi.org/10.1108/CG-02-2020-0062

Phillips, L. W. (1981). Assessing measurement error in key informant reports: A methodological note on organizational analysis in marketing. *Journal of Marketing Research, 18*(4), 395–415. https://doi.org/10.1177/002224378101800401

Phillips, R., & Pittman, R. (2008). *An Introduction to Community Development* (R. Phillips & R. Pittman, Eds.). Routledge. https://doi.org/10.4324/9780203886939

Phillips, W., Alexander, E. A., & Lee, H. (2019). Going It Alone Won't Work! The Relational Imperative for Social Innovation in Social Enterprises. *Journal of Business Ethics*, *156*(2), 315–331. https://doi.org/10.1007/s10551-017-3608-1

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Premadasa, M., Siyambalapitiya, J., Jayawardhana, K., & Fernando, I. (2023). Conceptualizing the Role of Social Entrepreneurial Orientation in the Triple Bottom Line in the Social Enterprise Context: Developing Country Perspective. *Sustainability*, *15*(11), 8759. https://doi.org/10.3390/su15118759

Purwanto, A., & Sudargini, Y. (2021). Partial Least Squares Structural Squation Modeling (PLS-SEM) Analysis for Social and Management Research: A Literature Review. *Journal of Industrial Engineering & Management Research*, *2*(4). https://doi.org/10.7777/jiemar.v2i4

Rahdari, A., Sepasi, S., & Moradi, M. (2016). Achieving sustainability through Schumpeterian social entrepreneurship: The role of social enterprises. *Journal of Cleaner Production*, *137*, 347–360. https://doi.org/10.1016/j.jclepro.2016.06.159

Senaviratna, N. A. M. R., & A. Cooray, T. M. J. (2019). Diagnosing Multicollinearity of Logistic Regression Model. *Asian Journal of Probability and Statistics*, 1–9. https://doi.org/10.9734/ajpas/2019/v5i230132

Supriharyanti, E., & Sukoco, B. M. (2023). Organizational change capability: a systematic review and future research directions. *Management Research Review*, *46*(1), 46–81. https://doi.org/10.1108/MRR-01-2021-0039

Teece, D. J. (2016). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the (entrepreneurial) firm. *European Economic Review*, *86*, 202–216. https://doi.org/10.1016/j.euroecorev.2015.11.006

International Journal of Business Sustainability

Volume: 2, Issue: 1, 2026

Published by UIR Press

© 2026 The Author(s) Licensed under CC BY 4.0

e-ISSN: 3110-7737
DOI: 10.25299/ijbs.2026.25387

Vézina, M., Ben Selma, M., & Malo, M. C. (2019). Exploring the social innovation process in a large market based social enterprise. *Management Decision*, *57*(6), 1399–1414. https://doi.org/10.1108/MD-01-2017-0090

Vittoria, M. P. P. P. (2010). Social Enterprise in Dynamic Capabilities management model. *7 Satter Conference on Social Entrepreneurship*, 3–5.

Vossen, R. W. (1998). *Combining Small and Large Firm Advantages in Innovation: Theory and Examples*. Groningen: Graduate School/Research Institute Systems, Organisation and Management.

Westoby, P., & Botes, L. (2013). I Work with the Community, Not the Parties! The Political and Practical Dilemmas of South Africa's State-Employed Community Development Workers. *British Journal of Social Work*, *43*(7), 1294–1311. https://doi.org/10.1093/bjsw/bcs058

Yamane, T. (1973). Statistics: An introductory analysis. *New York: Harper and Row CO. USA*, *213*(25)

Corresponding Author

Mukhtar Mayowa Aliu can be contacted at: amayowa@nda.edu.ng