

## REENGINEERING BUSINESS PROCESS THROUGH SUSTAINABLE ENTREPRENEURSHIP

<sup>1</sup>TUAMYIL, Rufina Betzoom [tuamyilr1@gmail.com](mailto:tuamyilr1@gmail.com) 08065753485

<sup>2</sup>Gontur Silas [Sgontur@gmail.com](mailto:Sgontur@gmail.com) 08039699395

<sup>1&2</sup>Business Administration Department, Federal Collage of Education (FCE) Pankshin, Plateau State, Nigeria

### Abstract

*This study examined reengineering business process through sustainable entrepreneurship. The study adopted Partial least square structural equation modeling (PLS-SEM) with the aid of SmartPLS v. 4.0 application software package to examine the relationship between the constructs. Assessment of internal consistency with emphasis on composite reliability coefficient of at least 0.7 such as 0.885, 0.850, 0.908 and 0.853 for organization's structural factor, procedural factor, technological factor and sustainable entrepreneurship greater than Cronbach Alpha coefficient of 0.828, 0.766, 0.864 and 0.772 respectively. The results indicated that organization's structural had no significant relationship with sustainable entrepreneurship; procedural factor had a significant relationship with sustainable entrepreneurship and technological factor had a significant relationship with sustainable entrepreneurship. The results revealed that an increase in organization's structural factor led to a decrease in sustainable entrepreneurship, an increase in procedural factor led to an increase in sustainable entrepreneurship while an increase in technological factor led to an increase in sustainable entrepreneurship. The study recommended that management of Business organizations need to rethink about the flexibility of their organizational structure. This will facilitate the transformation toward work teams as an effective method of doing business, shortening the time for transactions completion time, enhancing employees' performance level, boosting service delivery, and that will consolidate the competitive advantage of the firm. Business organization management should be called on to adopt appropriate methodologies for conducting a change in their business activities in response to the needs of the environmental changes or the internal needs of their organizations. Management of modern Business organizations should capitalize their incredible technological development to increase their productive capacity and improve the quality of their outputs.*

**Keywords:** Reengineering business process, Sustainable entrepreneurship, organization's structural factor, procedural factor, technological factor.

### Introduction

Entrepreneurship education (EE) was introduced to equip undergraduates from various disciplines with entrepreneurial skills needed to possess life-sustaining essentials, be a person, and be free from social servant hood. The ability of undergraduates to possess life-sustaining essentials, be a person, and gain freedom are described in economic development literature as core values of sustainable development (CVSD) (Mensah, 2019). The goal of EE to promoting the CVSD through entrepreneurial skills developed by undergraduates (ESDU) can never be overemphasized. It is on this premise that the Federal Government of Nigeria through the National Universities Commission (NUC) mandated Nigerian universities to integrate EE into their curriculum to curb the increasing rates of social problems in the country.

Notably, the social problems that have engulfed most university graduates' in Nigeria are unemployment and poverty. For instance, studies have

shown that the unemployment rate is still on the increase as of late, with examples being: 25.5% of young youths between ages of 15 and 35 years old were unemployed in the third quarter of 2017 and increased to 30.50% in the second quarter of 2018, and 52.6% of young youths between ages of 15 and 34 years old were unemployed in the third quarter of 2017 and increased to 55.4% in the same quarter of 2018 (National Bureau of Statistics, 2018). Therefore, the high rates of unemployment and poverty suggested that graduates from numerous universities in the country possessed a low-level of entrepreneurial skills, which appear to hinder their opportunity to possess CVSD, such as, ability to lead a quality lifestyle, ability to be a person, and ability to be able to make choice. It, therefore, implies that the influence of EE in promoting CVSD has been widely challenged. To curb the increasing rates of unemployment and poverty in Nigeria, there is a need for major stakeholders (like, governments, NGOs,

international donor agencies, and employers of labour) to collaboratively invest their resources both financial and otherwise on EE (Edokpolor & Owenvbiugie, 2017). For instance, the cooperation among major stakeholders may help in optimizing instructional resources to equip university undergraduates with entrepreneurial skills to achieve CVSD.

The advent of sustainable entrepreneurship in recent times is closely linked to SDG goals and economic growth and sustainable development. Today's culture has made sustainable living a defining characteristic, and governments and organizations have emphasized this at every forum and gathering. However, more work needs to be done to establish viable business models and solutions that may be continuously used in the industry. In this regard, it is crucial to analyze the various strategies employed elsewhere to create sustainable business models and determine how we may adapt them to our needs with the necessary modifications or by merely copying models that have been proven successful elsewhere. The world will have to deal with the effects of sustaining sustainable business structures and technological advancement as we go into the future. So, the responsibility for determining how prepared we are to meet the issue rests with us as the consumers and creators of technology, goods, and applications. Even while our incapacity to overcome the obstacles may only momentarily hinder our efforts, there is a chance that the upside will be far more than we had anticipated. Sustainable entrepreneurship can act as a catalyst to enable us to maintain our growth path in these turbulent times. It is becoming more difficult for engineers, sociologists, government officials, and company owners to keep up with the pace at which technologies, tools, platforms, interfaces, etc. are upgraded or replaced by newer versions. Existing business models are used heavily by industry, Government, the taxman, the regulator, and the other stakeholders, etc.

Bocken et al., (2015) referred to how businesses are being subjected to increasing standards for sustainable operation. The three pillars of sustainability economic, social, and environmental must be integrated by businesses in a way that fosters the production of shared value for all stakeholders, including the environment and society, to achieve this. What is referred to here is a sustainable business philosophy. A company's business model provides a conceptual connection between the firm's activities, such as product design, manufacturing, supply chains, partnership structures, and distribution channels, and facilitates system-level innovation for long-term

sustainability. A company's business model is the conceptual relationship between the many functions inside an organization, such as product development, manufacturing, sourcing, partnership formation, and market penetration. A value mapping technique has been suggested to help in the development of innovative sustainable business models.

Reengineering involves radical changes. This means a radical change in the entire business process of the enterprise, as well as in the relationship between suppliers and consumers. Such restructuring of enterprises is carried out after an in-depth and comprehensive study of existing shortcomings, hidden, untapped opportunities in personnel, processes, information and technology, and reconsideration of the effectiveness of the interaction of new methods. A business model is a reflection of the main economic processes that interact in the business environment of an enterprise. Models are created and calculated using special computer programs. Business models allow you to identify the characteristics of each key business process and the need for their restructuring. Therefore, the use of Business Process Reengineering (BPR) in the management of international companies is a topical issue. Reengineering or rearrangement can also be interpreted as process innovation or strategic vision planning and new competitive strategies and the development of new business processes that support that vision.

### **Objectives of the Study**

The main objective of the study is to examine reengineering business process through entrepreneurship. The specific objectives of the study are as follows:

1. To examine the relationship between organization's structural factor and sustainable entrepreneurship.
2. To examine the relationship between procedural factor and sustainable entrepreneurship.
3. To examine the relationship between technological factor and sustainable entrepreneurship.

### **Research Questions**

1. The following research questions were addressed.
2. What is the relationship between organization's structural factor and sustainable entrepreneurship?

3. What is the relationship between procedural factor and sustainable entrepreneurship?
4. What is the relationship between technological factor and sustainable entrepreneurship?

### Research Hypotheses

The following research null or two tailed-test research hypotheses were formulated.

HO<sub>1</sub>: There is no significant relationship between organization's structural factor and sustainable entrepreneurship.

HO<sub>2</sub>: There is no significant relationship between procedural factor and sustainable entrepreneurship.

HO<sub>3</sub>: There is no significant relationship between technological factor and sustainable entrepreneurship.

### Literature Review

#### Conceptual Clarification

#### Sustainable Entrepreneurship

Sustainability is concerned with the grand social and environmental challenges such as climate change and gaping inequalities that are becoming increasingly evident and are reflected in initiatives such as the UN Sustainable Development Goals (SDG) or the Climate Change Conference UK 2021 (COP26). Digital sustainable entrepreneurship is concerned with the potential of digitalization for entrepreneurial activities dedicated to impacting the environment or broader society positively. The interest in social and environmental challenges has brought to light an increasing number of articles dedicated to the role of entrepreneurship for sustainability (Munoz & Cohen, 2017; Teran-Yepe, et al., 2020). However, the uprise of this research stream has led to a proliferation of different attempts to name the phenomenon, such as social, environmental, or sustainable entrepreneurship (Markman et al., 2019). The ambiguity of sustainable entrepreneurship is also reflected in an underdeveloped and unclear distinction from environmental or social entrepreneurship.

#### Organization's Structure

The existing unstable business environment requires a flexible organizational structure to maintain cooperation and coordination between all administrative units. This will also facilitate the transformation toward work teams as an effective method of doing business, shortening the time for transactions completion time, enhancing employees' performance level, boosting service delivery, and that will consolidate the competitive advantage of the firm. Hence, this sort of

development would urge managers to dispense traditional organizational structures. Besides the challenges of the intensive competition, the contemporary organizations working environment is characterized by its volatility, fluctuations, and uncertainty. Therefore, to maintain their competitive advantage, business organizations need to rethink about the flexibility of their organizational structure. To assure a high level of organizational performance, employees' and customers' welfare must be taken into account and weighted when designing the organizational structure (Borgianni et al., 2015).

#### Procedural Factor

The adopted administrative and regulatory procedures to provide all the required resources for running the business should be compatible with the expected situations that emerge during BPR implementation phases. It is incorrect to state that a change in a company's internal procedures and practices is a prerequisite for achieving the intended innovation and growth (Gunasekran & Kobu, 2002). Business organization senior management should be called on to adopt appropriate methodologies for conducting a change in their business activities in response to the needs of the environmental changes or the internal needs of their organizations (Holland et al., 2005). Business leaders need to consider the internal environment of their firms in the light of their external environments to be able to adopt the appropriate procedures and take the necessary actions during the stages of BPR implementation. It might be serviceable to mention that many researchers have individually addressed and analyzed the implications of this dimension in their studies. Some studies have focused on some other dimensions such as the commitment and support of senior management, related working environment, and organizational culture capable of absorbing change (Jamali et al., 2011).

Anjali and Dhruv (2008) have suggested that the reengineering process is a radical change that causes work resistance. Organization's work procedures that directly impact customers and employees need to be under the focus of top management. To meet the intended application level of these procedures, management should encourage an employees' participation in setting organizational objectives, adopting an employees' empowerment procedure-in-place, enhancing workers skills, ability, and creativity. The implementation of BPR should be in parallel with an enlightening executive plan targeting the newly established procedures, the adoption of new

policies, to raise the level of employees' assimilation of training programs and to encourage teamwork practices.

### Technological Factor

Generally, technological factor includes the adoption, activation, and usage of advanced communication technology and networks to accelerate and activate the communication with customers in solving their issues promptly. As a distinguished approach, BPR is used to create an efficacious computer-based system able to facilitate the management of supply chain traceability with ensuring a flow-in for all types of information (Bevilacqua et al., 2009). Organizations usually handle a great amount of data and information during their daily operations (Wamba & Mishra, 2017). Moreover, modern organizations have capitalized their incredible technological development to increase their productive capacity and improve the quality of their outputs. The macro-environmental forces viz. technological, political, economic, etc. are among the major challenges for contemporary business organizations (Anand et al., 2013). The current advancement in the field of information technology has made the possession of modern IT as an imperative action that has to be taken by business organizations to acquire the latest production and communication equipment and to attain mastery in term of optimizing their utilization. So, securing the intended expertise through technology-dependent learning and training program is a necessary step for the successful implementation of a BPR program.

### Theoretical Review

#### Complementarity Theory

Barua et al., (1996) proposed the theory of Business Value based on the complementarity theory originally from economics literature. The complementarity theory focuses on factors or resources that are mutually complementary to each other, and the impact of any of the factors or resources would result in a greater increase in the desired outcome. Milgrom and Roberts (1995) proposed that some organizational activities and practices are mutually complementary and so tend to be adopted together, with each enhancing the contribution of the other. Therefore, the impact on a system of complementary practices will be greater than the sum of its parts because of the synergistic effects of bundling practices together. For example, in the context of reengineering, IT allows for the innovative business process for competitive advantage (Brynjolfsson

&Yang, 1996). Adopting the complementarity theory for this study may address the first shortcoming of RBV-isolation of resources. RBV is too narrow on its focus on resources and capabilities (Helfat & Peteraf, 2021). Drawing on the above theory, a research model examines the relationship between BPR through sustainable entrepreneurship. Drawing on the above theory, a research model examines the relationship between BPR through sustainable entrepreneurship.

### Empirical Review

#### Business Process Reengineering and Sustainable Entrepreneurship

Moayyad, Mahmood and Abdul (2019) conducted an investigation into the Relationship between Business Processes Reengineering (BPR) and Employees' Performance: An empirical study at the Jordanian public shareholding companies. This study is aiming at exploring and analyzing the relationship between the three dimensions of Business Re-engineering Processes (Organization's Structural, Procedural and Technological) (BPR) and the three aspects of employees' performance (knowledge, skill, and attitude). The main results of this study have revealed that there is a positive, strong, and significant relationship between the BPR dimensions and sustainable entrepreneurship. It also indicates that there is a statistically significant effect of the BPR dimensions on the employee's performance.

Kabiru (2012) examine the effect of the business process reengineering factors and information technology capability on organization performance. And the moderating effect of information technology (IT) capability in the relationship of BPR factors. The findings show that fully supported relationships were found between IT capability and organizational performance. The findings also showed that BPR factors such as adequate financial resources and management commitment were significantly related to overall organizational performance. Specifically, adequate financial resource's dimension was significantly related to cost reduction, customer service management and operations efficiency. Next, management commitment was found to be significantly related to customer service management and operation efficiency. Meanwhile, IT investment was significantly associated with customer service management. Other dimensions of BPR factors such as change management, customer focus, and BPR strategy alignment were found insignificant to the banks' performance. Third, upon investigating the moderating effects of IT capability on the relationship between BPR

factors and organizational performance, the results revealed mixed supports for the interaction effects of IT capability attributes. The outcome of this study provides important insights to both managers and researchers for further understanding on the effects of BPR factors and IT capability on organizational performance.

One of the limitations to this research is the common method variance (CMV) is a potential problem in behavioural research. Second, limitation to this study is the application of the cross-sectional design for survey research that captures the perceptions of respondents at a point in time. Thus, the study cannot prove causal relationships on a longitudinal basis. Third, limitation to the study is the use of subjective self-reported perceptual measures in assessing the studies. Fourth limitation in this study is that, the findings cannot be generalized in a larger context across the cultures of other countries, and business environments may give a different relationship between BPR factors and IT capability on organizational performance.

Future research may collect data from different sources. This research suggests the need for further investigation. As the survey research to the study was based on cross-sectional design, further work needs to be done to establish the effects of changes over a longer period of time in the aspect of BPR and IT capability. Therefore, future research should consider a longitudinal study to examine BPR and IT capability implementation and how their impact influences organizational performance.

### **Organization's Structural Factor and Sustainable Entrepreneurship**

Jens et al., (2016) conducted a study on how to achieve sustainable business IT alignment. Designing a circular organizational structure at SAAB and findings suggested that to achieve sustainable business IT alignment (BITA) it requires firms to create a circular organizational structure that enhance interactions of major stakeholders. Findings reveal three viable components to design the organizational structure so it can foster the accomplishment of sustainable BITA are: Strong top management should initiate the management boards so stakeholders across IT and business, and at different organization levels can participate in IT planning and decision making, Business managers should engage in business related IT initiatives so they define critical requirements and needs, and they are responsible/accountable for BITA, and CIO should facilitate and coordinate planning, decision making, and implementation of ICT initiatives at ICT boards with a clear strategic focus on realizing

business values. The paper explores unique insights of designing a circular organizational structure and its impacts on BITA, and contributes knowledge to IT management and practice.

Abdul-rasheed et al. (2017) investigated the impact of sustainable manufacturing practices on sustainable performance in Malaysia. Data was analyzed using structural equation modelling and findings indicated that manufacturing process is the manufacturing stage that gives the most impact on the improvement of sustainability performance. Hence, it concluded that manufacturing companies in Malaysia are highly focused on the production bound when implementing sustainable manufacturing practices.

A number of studies have found that organization's structural factors have a positive impact on sustainable entrepreneurship. For example, Adebayo and Ojo (2020) investigated the Impact of organizational restructuring on environmental performance of sustainable businesses in Nigeria. The study found that organizational restructuring had a significant positive impact on the environmental performance of sustainable businesses in Nigeria. The study further found that organizational restructuring helped businesses to reduce their waste, improve their energy efficiency, and reduce their carbon footprint.

Oladopo and Adeyemi (2022) examined the Impact of reporting relationships on social performance of sustainable businesses in Nigeria and found that reporting relationships had a positive impact on the social performance of sustainable businesses in Nigeria. The study also revealed that reporting relationships helped businesses to improve their communication with stakeholders, and to better manage their social responsibility initiatives.

### **Procedural Factor and Sustainable Entrepreneurship**

O'Brian (2023) examines the efficacy of government incentives in creating sustainable entrepreneurial growth in the agribusiness SMMs entrepreneurial ecosystem in Botswana using a conceptual framework to organize divergent variables that influence growth into numerous coherent themes linked to SMM. A multivariate analysis technique, namely SEM using SPSS and AMOS, were used and results suggested that SMME owner/managers of larger agribusinesses had a statistically significant, causal and direct effect on higher opinion on policy environment capital and infrastructural capital.

Shuang and Susan (2020) investigated HRM institutional entrepreneurship to examine the paradoxes

and emerging opportunities associated with the urgent need for more sustainable approaches for managing business organizations. The study described how the actions of HRM scholars and professionals can stimulate evolution from an HRM philosophy that relies on financial indicators to assess effectiveness toward an HRM philosophy that promotes a tripartite approach to sustainability, showing equal concern for economic, environmental and social performance. Focusing on organizational changes that improve environmental performance, the study employed the concept of HRM institutional entrepreneurship to consider ways for HRM professionals to engage internal and external stakeholders in order to create value in organizations pursuing sustainability.

Bhaskar (2018) conducted a study on the determinants of Business Process Reengineering (BPR) that could potentially impact organizational performance. The study also delved into the levels of BPR implementation in Indian manufacturing firms, proposing a common BPR framework and methodology. The findings of the investigation highlighted the significance of business leaders' awareness of the internal and external environments of their organizations to effectively execute appropriate procedures and actions during the various stages of BPR and that BPR must be implemented at all cost to improve overall quality and maintenance.

A number of studies have found that procedural factors have a positive impact on sustainable entrepreneurship. For example, Adeyemi and Oladipo (2020) study on Impact of business process reengineering on sustainable performance of small and medium-sized enterprises in Nigeria found that process redesign had a significant positive impact on the sustainable performance of small and medium-sized enterprises (SMEs) in Nigeria. The study found that process redesign helped SMEs to reduce their waste, improve their efficiency, and increase their profits.

Another study, conducted by Ojo and Adebayo (2022) on the impact of business process reengineering on financial performance of sustainable startups in Nigeria found that process automation had a positive impact on the environmental performance of sustainable startups in Nigeria. Result also revealed that process automation helped startups to reduce their energy consumption, reduce their waste, and improve their recycling rates.

### **Technological Factor and Sustainable Entrepreneurship**

Patrick and Patrick (2023) investigated the potential of digital technologies in the context of

sustainable entrepreneurship through a comprehensive analysis of existing literature from a business model perspective. The results of their study revealed that the concept of digitalization is seldom clearly defined and is predominantly discussed in relation to specific technologies such as mobile applications, big data, platforms, and extended reality. Furthermore, the study provides a framework that contributes to our understanding of the interplay between business models and the integration of sustainability and digital technologies. It also redefines digital technologies as active participants within the business model and further expands on the relationship between entrepreneurs and business model

Muhammad, Hafezali and Sebastian (2019) examine the role of social and technological Challenges in Achieving a Sustainable Competitive Advantage and Sustainable Business Performance. Using PLS-SEM under SmartPLS 3.0 structural equation modeling, findings of the study revealed that social and technological challenges played major roles in boosting sustainable competitive advantage and sustainable business performance. Results of the analysis also show that social responsibility has a positive association with sustainable competitive advantage. In the case of technological challenges, it revealed that IT managerial resources and IT implementation success help to sustain competitive advantage while IT managerial resources have a positive association with sustainable competitive advantage.

Aminu and Abdullahi (2019) studied the impact of information technology infrastructure on social performance of sustainable businesses in Nigeria. Findings showed that IT infrastructure had a significant positive impact on the social performance of sustainable businesses in Nigeria. The study found that IT infrastructure helped businesses to improve their communication with customers and suppliers, and to better manage their supply chains.

Another study, conducted by Babalola and Olatunji (2021) on Impact of software development on economic performance of sustainable businesses in Nigeria. The study found that software development had a positive impact on the economic performance of sustainable businesses in Nigeria. Result of findings also showed that software development helped businesses to reduce their costs, increase their productivity, and develop new products and services.

### **Methodology**

This study made use of cross-sectional research design. Cross-section research design is

conducted once in a week, month, half yearly and yearly. Five innovative and vocational Centres within Jos city and its environs were selected Viz; Augustinian Vocational Centre Jos, APURIMAC Vocational Skill Centre, Insubstantial Training Fund (ITF) Vocational Centre, SIFMAT Vocational Training Centre, BarkinLadi, Hiriam Vocational Training Institute, Jos. This study adopted quantitative research method. Quantitative research is often conducted by using surveys or questionnaires for data collection. The sample size for this study comprised three hundred (300) Small and Medium enterprise (SMEs). Three hundred (300) copies of the questionnaires were administered to respondents but two hundred and

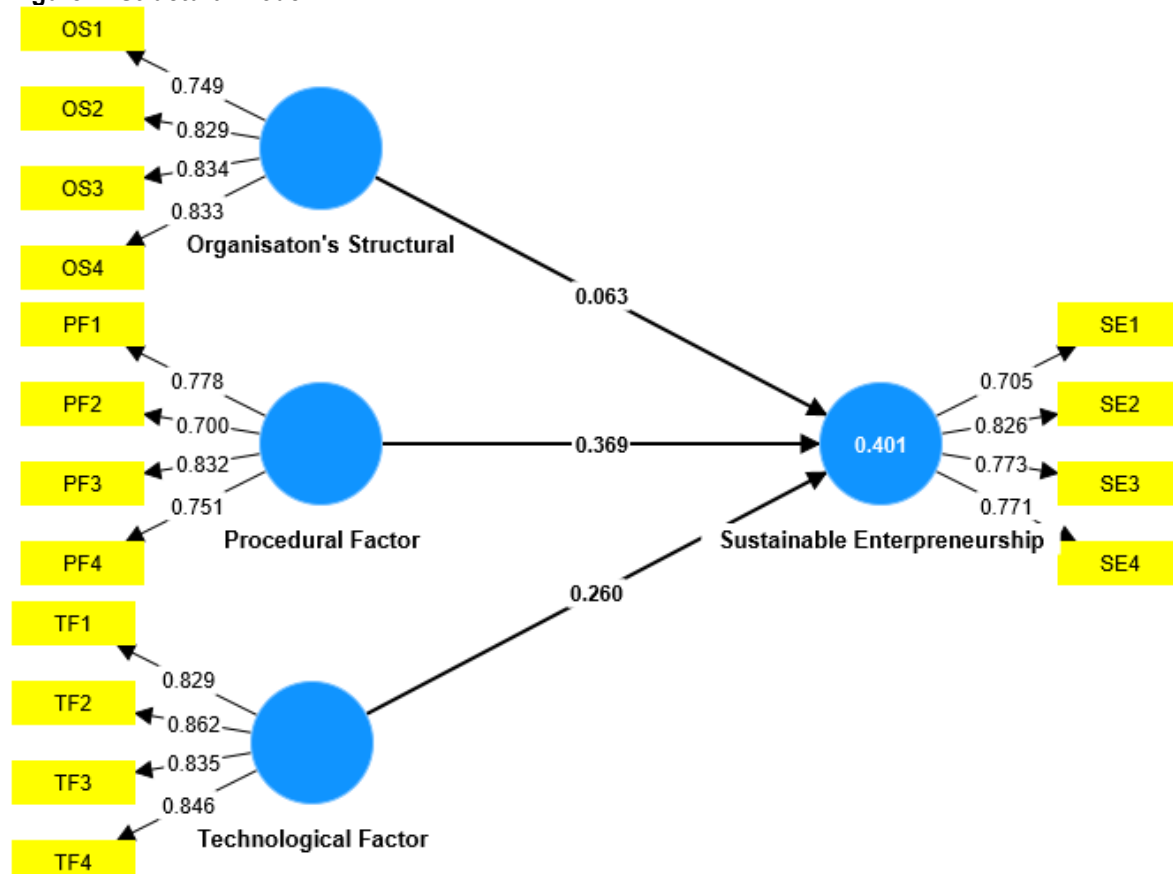
ninety-one (291) were returned representing 97% retrieval rate. The study made use of primary data, structured questionnaire with a five-point Likert scale to gather the data and the non-probability sampling technique was adopted in order to select the sample that matches the characteristics of the population. The partial least square structural equation modeling (PLS-SEM) was used to model the regression analysis with the aid of SmartPLS v. 4.0 application software package to test the hypotheses to determine if there is an effect relationship between each of the independent constructs and the dependent construct. The model specification is used to form a linear equation in coefficient.

**Model Specification**

$SE = \beta_1 OS_1 + \beta_2 PF_2 + \beta_3 TF_3 \dots + e$ , where: SE= Sustainable Entrepreneurship, OS= Organization’s Structural factor, PF = Procedural Factor, TF = Technological Factor,  $\beta$ = Beta, e= error term.  $\beta_1, \beta_3$ = Explanatory Variables.

**Results of Data Analysis**

**Figure 1: Structural Model**



**Source: SmartPLS v. 4.0**

According to Hair *et al.*, (2014) indicators loading must be at least 0.7. Figure 1 showed the

retained indicators of four constructs of organization’s structural, procedural factor, technological factor and

sustainable entrepreneurship. Factor loading show how well an item represents the underlying construct.

### Assessing Path Coefficient and Hypotheses Testing

**Table 1: Assessment of Path Coefficient and Hypotheses Testing**

Hypotheses	Direct Relationship	Std Beta	Std. Error	St.D	T Statistics	P-values	Decision
HO1	Organization's Structural factor ->Sustainable Entrepreneurship	0.063	0.065	0.074	0.849	0.396	Fail to reject the null hypothesis
HO2	Procedural Factor -> Sustainable Entrepreneurship	0.369	0.37	0.083	4.431	0.000	Reject the null hypothesis
HO3	Technological Factor -> Sustainable Entrepreneurship	0.26	0.263	0.067	3.878	0.000	Reject the null hypothesis

Key: OS–Organization's Structural Factor; PF-Procedural Factor, TF- Technological Factor, SE- Sustainability Entrepreneurship.

Note. Number of bootstrap subsamples for percentile bootstrap path coefficient: 5000

In order to assess the path coefficient in line with the hypotheses postulated in this study, a bootstrapping command was carried out using SmartPLS v. 4.0 and the result displayed the path coefficient in table 1 based on the direct relationships on two tailed-tests at 95% confidence level and 5% margin of error as postulated

in the hypotheses. However, Table 1 revealed that organization's structural factor had no significant effect on sustainable entrepreneurship; procedural factor had a significant effect on sustainable entrepreneurship while technological factor had a significant effect on sustainable entrepreneurship.

**Table 2: Reliability Test**

Variables	Cronbach's alpha (CA)	Composite reliability (CR)	Average variance extracted (AVE)
Organization's Structural	0.828	0.885	0.659
Procedural Factor	0.766	0.850	0.588
Technological Factor	0.864	0.908	0.711
Sustainable Entrepreneurship	0.772	0.853	0.593

Hair Jr *et al.*, (2013), reflective measurement model involves the assessment of internal consistency with emphasis on composite reliability (CR) coefficient of at least 0.7 such as 0.885, 0.850, 0.908 and 0.853 for organization's structural, procedural factor, technological factor and sustainable entrepreneurship greater than Cronbach Alpha (CA) coefficient for of 0.828, 0.766, 0.864 and 0.772 respectively in table 2.

### Discussion of the Findings

#### The Relationship between Organization's Structural Factor and Sustainable Entrepreneurship

The findings of the study showed that there is no significant relationship between an organization's structure and sustainable entrepreneurship. This study is inconsistent with the study conducted by Jens *et al.*,

(2016) which revealed that organizational structure enhances interactions among major stakeholders that lead to sustainable business. IT alignment (BITA) requires firms to create a circular.

#### The Relationship between Procedural Factor and Sustainable Entrepreneurship

The findings of the study showed that there is a significant relationship between procedural factors and sustainable entrepreneurship. This study agreed with the study conducted by O'Brian (2023) who analyzed the relationships of variables relating to the statistical significance, causality and direct effects of various factors on sustainable entrepreneurial growth of agribusiness SMMEs.

### The Relationship between Technological Factor and Sustainable Entrepreneurship

The findings of the study indicated that there is a significant relationship between technological factors and sustainable entrepreneurship. This study is consistent with the study conducted by Muhammad, Hafezali and Sebastian (2019). Findings of the study revealed that social and technological challenges played major roles in boosting sustainable competitive advantage and sustainable business performance.

### Conclusion

The study recommended that the management of business organizations need to rethink the flexibility of their organizational structure. This will facilitate the transformation towards work teams as an effective method of doing business, shortening the time for

transaction completion enhancing employees' performance levels, boosting service delivery, and consolidating the competitive advantage of the firm.

Business organization management and Vocational Centres should be called on to adopt appropriate methodologies for conducting a change in their business activities in response to the needs of environmental changes or the internal needs of their organizations. The management of modern business organizations should capitalize on their incredible technological development to increase their productive capacity and improve the quality of their outputs

The management of universities, colleges and polytechnics should ensure that the entrepreneurship education curriculum includes the necessity of innovative ideas and a platform for displaying skills for sustainable entrepreneurship even after school.

### References

- Abdul-rashid, S, H., Sakundarini, N., Ghzilla, R.A. R., & Thurasamy, R. (2017). The impact of sustainable manufacturing practices on sustainability performance: Empirical evidence from Malaysia. *International Journal of Operations and Production and Management*, 37(2), 182-204. <https://doi.org/10.1108/IJOPM-04-2015-0223>.
- Adebayo, A. O., & Ojo, A. O. (2020). Impact of organizational restructuring on environmental performance of sustainable businesses in Nigeria. *Business Strategy and the Environment*, 29(2), 575-591.
- Aminu, S., & Abdullahi, U. (2019). Impact of information technology infrastructure on social performance of sustainable businesses in Nigeria. *International Journal of Sustainable Development and World Ecology*, 26(5), 552-561.
- Anand, A., Wamba, S., & Gnanzou, D. (2013). A literature review on business process management, business process reengineering, and business process innovation. In J. Barjis, A. Gupta and A. Meshkat (Eds.), 9th International Workshop on Enterprise and Organizational Modeling and Simulation (EOMAS) Held at International Conference on Advanced Information Systems Engineering (CAiSE) (pp. 1-23). Heidelberg Platz 3, D-14197 Berlin, Germany: Springer-Verlag Berlin. 2013.
- Babalola, A. A., & Olatunji, O. O. (2021). Impact of software development on economic performance of sustainable businesses in Nigeria. *Journal of Cleaner Production*, 280, 124455.
- Barua, A., Lee, B., & Whinston, A. (1996). The calculus of reengineering. *Information Systems Research*, 7(4), 409-428.
- Bevilacqua, M., Ciarapica, F., & Giacchetta, G. (2009). Business Process Reengineering of a Supply Chain and a Traceability System: A Case Study. *Journal of Food Engineering*, 2009, 93 (1), pp.13-22.
- Bhaskar, H.L. (2018). Business Process Reengineering Framework and Methodology: A Critical Study. *Int. J. Services and Operations Management*, 29(4), 527-556
- Bocken, N. M. P., Rana, P., & Short, S. W. (2015). Value mapping for sustainable business thinking. *Journal of Industrial and Production Engineering*, 32(1), 67-81.
- Borgianni, Y., Cascini, G., & Rotini, G. (2015). Business Process Reengineering driven by customer value: a support for undertaking decisions under uncertainty conditions. *Computers in Industry*, 2015 Volume 68 Issue C.
- Brynjolfsson, E., & Yang, S. (1996). Information Technology and Productivity: A Review of the Literature Advances in Computers. In (M. V. Zelkowitz ed. 43, 179-214): Elsevier

- Edokpolor, J. E., & Owenvbiugie, R. O. (2017). "Technical and vocational education and training skills: an antidote for job creation and sustainable development of the Nigerian economy", *Problems of Education in the 21st Century*, Vol. 75 No. 6, pp. 535-549.
- Gunasekran, A., & Kobu, B. (2002). Modeling and Analysis of Business Process Reengineering. *International Journal of Production Research*, 2002, 40(11), pp. 2521-2546.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7<sup>th</sup> ed.). Harlow: Pearson Education Limited.
- Hair, J. F., Ringle, C. C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46, 1-12.
- Helfat, C.E., & Peteraf, M.A. (2021). A Broader View of Firm: Resource-Based Theory and Organizational Capabilities. *Strategic Management Journal*, 42(2), 301-308
- Holland, C., Shaw, D., & Kawalek, P. (2005). BP's Multi-enterprise Asset Management System. *Information and Software Technology*, 2005, 47(15), PP. 999-1007.
- Jamali, G., Abbaszadeh, M., Ebrahimi, M., & Maleki, T. (2011). Business Process Reengineering Implementation: Developing a Causal Model of Critical Success Factors. *International Journal of e-Education, e-Business, e-Management and e-Learning*, 2011, 1(5), pp. 354-359.
- Jens, O., Shengnan, H., Mats, H., & Bjorn, R. (2016). How to achieve sustainable business IT alignment-Designing a circular organizational structure at SAAB. <https://ieeexplore.ieee.org/author/37085494840>
- Kabiru, J. R. (2012). Effect of the business process reengineering factors and information technology capability on organization performance. Thesis Submitted to Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia, in Fulfillment of the Requirement for the Degree of Doctor of Philosophy June 2012.
- Markman, G. D., Markman, T. L., Waldron, P. T., Gianiodis, M. I., & Espinae, P. U. (2019). Impact entrepreneurship as a solution to grand challenges.
- Markman, G. D., Markman, T. L., Waldron, P. T., Gianiodis, M. I., & Espinae, P. U. (2019). Impact entrepreneurship as a solution to grand challenges.
- Mensah, J. (2019). "Sustainable development: meaning, history, principles, pillars, and implications for human action: a literature review", *Cogent Social Sciences*, Vol. 5 No. 1, pp. 1-21.
- Milgrom, P., & Roberts, J. (1995). Complementarities of fit: strategy, structure, and organizational change. *Journal of Accounting and Economic*.9, 179-208.
- Moayyad, A., Mahmood, B. R., & Abdul, S. H. Y. (2019) conducted an investigation into the Relationship between Business Processes Reengineering (BPR) and Employees' Performance: An empirical study at the Jordanian public shareholding companies.
- Muhammad, H., Hafezali, I. H., & Sebastian, K. (2019). Armenia Androniceanu 4,5 and KittisakJermstittiparsert Role of Social and Technological Challenges in Achieving a Sustainable Competitive Advantage and Sustainable Business Performance.
- Munoz, P., & Cohen, B. (2017). Sustainable entrepreneurship research: Taking stock and looking ahead. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.2000>.
- National Bureau of Statistics (NBS) (2018). The Nigeria Poverty Profile 2010 Report. Press Briefing by the Statistician-General of the Federation and Chief Executive Officer, National Bureau of Statistics, held at the Conference Room, NBS Headquarters, Central Business District, Abuja, Nigeria
- O'Brian, M. (2023). The efficacy of government incentives in creating sustainable entrepreneurial growth in the agribusiness SMMEs entrepreneurial ecosystem in Botswana.
- Oladopo, S. O., & Adeyemi, O. S. (2022). Impact of reporting relationships on social performance of sustainable businesses in Nigeria. *Journal of Business Ethics*, 209(1), 1-16.
- Patrick, H., & Patrick, G. (2023) examined the promise of digital technologies for sustainable entrepreneurship: A systematic literature review and research agenda. *International Journal of Information Management*.
- Patwardhan, A., & Patwardhan, D. (2008). Business process re-engineering-saviour or just another fad? One UK health care perspective.

- International Journal of Health Care Quality Assurance*, 2008, 21 (3), pp.289-296.
- Shuang, R., & Susan, E. J. (2020). HRM institutional entrepreneurship for sustainable business organizations. To appear in *Human Resource Management Review* (in press).
- Teran-Yopez, E., Marín-Carrillo, G. M., Casado-Belmonte, M. D. P., & Capobianco-Uriarte, M. D. L. M. (2020). Sustainable entrepreneurship: Review of its evolution and new trends. *Journal of Cleaner Production*, 252, Article 119742. <https://doi.org/10.1016/j.jclepro.2019.119742>.
- Wade, M., & Hulland, J. (2004). The Resource-Based View and Information Systems Research: Review, Extension and Suggestions for Future Research. *MIS Quarterly*, 28, 81-90.
- Wamba, S., & Mishra, D. (2017). Big Data Integration with Business Processes: A literature review. *Business Process Management Journal*, 2017, 23(3), pp. 477-492.