



Risk-Taking Mindset and Organizational Sustainability of Small and Medium Enterprises in Bayelsa State, Nigeria

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ABSTRACT

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

Keywords: Risk Taking Mindset, Organizational Sustainability, Small and Medium Enterprises, Social Sustainability, Environmental Sustainability.

Introduction

Nexus has been established in literature between risk taking and organizational performance (Singh, 1986). All human acknowledges risk and react to it in varying ways. The same can be said for a firm's relationship with risk taking and organizational sustainability. No business is managed without risk (WBCSD, 2017). New types of risks are constantly emerging including those inherent in the increased importance of environmental and social sustainability in business. A sustainability risk is an uncertain social or environmental event or condition that, if it occurs can cause a significant negative impact on the company or firm.. it includes the opportunities that may be available to an organization because of changing social or environmental factors (Schroeder, 2014). During the United Nations Global Compact leadership summit, held in New York, 2010, few major global risks areas were identified. These risks include climate change, poverty, rising inequality, and escalating conflict and instability. The global opportunity report presented a new mindset for businesses to be seen as part of the solution to major global challenges (Hultmanu, 2016).

It is well known fact that running a business is not an easy task, mainly because of the risk factors involved in it. The ever changing scenario puts a lot of pressure on entrepreneurs to improve their skills, mindsets and battle risks at the same time (Adams, 2013). Dhiliwayo and Vuuren (2007) in the same light, defined risk taking as an important element of the strategic entrepreneurial mindset. This is because risk taking is essential for the success and growth of a business, which is based on how the entrepreneur perceives and manage the risks in the environment (Asenge, Diaka, & Soom, 2018). The risk taking mindset of an entrepreneur captures the extent to which the firm's processes involve and/or ignore risks. Risk taking therefore involves engaging in calculated and manageable risks in order to obtain benefits, rather than taking daring risks which are detrimental for firm performance (Dess & Lumpkin 2005, Wambugu, Gichira & Wanjau, 2015). The aim of an average entrepreneur (SME owners) extends beyond profit making. Business growth and expansion constitute key objectives of SMEs (Ajike & Nwakoby, 2017). However, it has been revealed that over 70% of SMEs die within five years of establishment (Idemobi, 2012). This simply means that only 30% of the SMEs can survive various challenges which directly or indirectly reflect on the level of risk-taking by the entrepreneur. Evidence are that entrepreneurs who takes more risks are exposed to more business opportunities and uncertainties for exploitation (Mautra, 2018). An average person remains average because he likes to remain in a comfort zone with least amount of risk but risk takers thinks differently.

Organizational sustainability reflects the whole lots of entrepreneurial dimensions of risk-taking mindset, innovativeness, creativity, orientation and competitive aggressive mindsets for sustainable performance. Entrepreneurial risk taking mindset describes behaviour exhibited towards being innovative and energetic in the pursuit of available opportunities and facilitates action aimed at exploiting these opportunities (Senges, 2007). McGrath and MacMillan (2000) argues that strategic firms adopts entrepreneurial risk taking mindset in order to sense

opportunities, mobilize resources and exploit such opportunities. On an individual level, risk taking mindset is a life philosophy because humans are natural risk takers, while on the organizational level, entrepreneurial risk taking mindset forms an intangible part of organization's culture and climate that adds to its sustainable competitive advantage (SCA) (Ajike & Nwakoby, 2017).

Having identified the importance and significance of risk taking mindset on organizational sustainability, the study is aimed at achieving the following specific objectives.

- i. To examine the relationship between risk taking mindset and social sustainability of SMEs in Bayelsa State, Nigeria.
- ii. To examine the relationship between risk taking mindset and environmental sustainability of SMEs in Bayelsa States, Nigeria.

Based on the aforementioned objectives, the study is set to answer the following research questions:

- i. How does risk taking mindset relate with social sustainability of SMEs in Bayelsa State, Nigeria
- ii. How does risk taking mindset relate with environmental sustainability of SMEs in Bayelsa State, Nigeria.

Given the above scenario, we therefore conceptualize a model to direct and guide the discussions of the study.

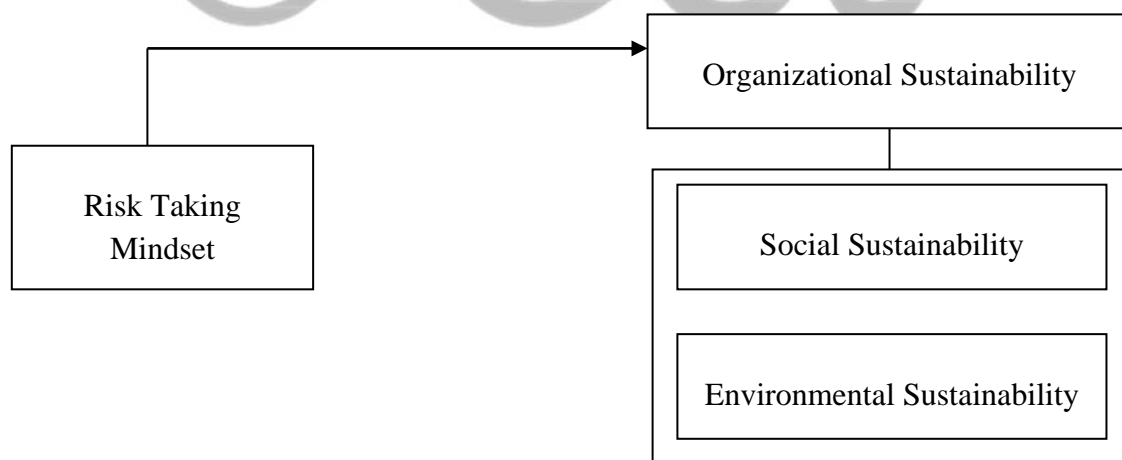


Fig. 1. Conceptual Model of Risk taking mindset and organizational sustainability

Source: Research Desk (2019).

Furthermore, to empirically answer the stated questions and proffer solution to the problem under investigation, the following hypotheses were stated in null form, thus;

Literature Review

Theoretical Foundation

The theoretical foundation of the study is based on the theory of Planned Behaviour (TPB). The theory of planned behaviour (TPB) was developed by Ajezen and Fishbein (1980). In psychology, the theory links one's beliefs and behaviour. It states that attitude towards behaviour, subjective norms and perceived behaviour control, together shapes and individual's behavioural intentions and mindset. In the entrepreneurial milieu, the theory is anchored on the argument that commitment to entrepreneurial activities is based on the premise that much of human behaviour (mindset) is planned and followed by intention toward that behaviour, such as being able to undertake risky ventures.

According to Igwe (2017a), within the context of entrepreneurship, the theory of planned behaviour asserts that entrepreneurial intention is dependent on an individual's attitude, for example, risk taking mindset, toward the desirability of an entrepreneurial career, subjective norms including perceived family expectations, and beliefs to perform the behaviour, and perceived behavioural control or the perceived ability to execute the intended behavioural control. This implies that entrepreneurial intention is dependent on an individual's attitude (eg, risk taking mindset) toward the desirability of an entrepreneurial career (Ajzen, 1991). Attitude describes beliefs and perceptions regarding the personal desirability to engage in risk-taking activities or the readiness or tendency to react effectively in response to the risks that lies ahead in a business (Igwe, 2017).

Concept of Risk Taking Mindset

Kort, (2017) assert that successful leaders and entrepreneurs who are comfortable risk takers have developed a mindset around risk taking and a process by which to manage their risks in order to manage their emotions about the unknown, reap the benefits and maximize their returns when they take on risks to progress and grow. One of the entrepreneur's personality traits is risk-taking. A risk situation occurs when you are required to make a choice between two or more alternatives whose potential outcomes are not known and must be subjectively evaluated (Meredith, Nelson, Nook, 1982; in Don-Baridam, 2014). People are afraid to take risk because they want to be safe and avoid failure. But the entrepreneur are constantly involved in taking calculated business risk because they want to be successful. Recent research indicates that entrepreneurs score higher on risk-taking than do non- entrepreneurs (Asenge, Diaka, & Soom, 2018). It is generally believed that entrepreneurs take more risks than non-entrepreneurs because the entrepreneur faces a less structured and more uncertain set of possibilities (Oscar, 2013). Risk taking is also perceived as tendency towards risky projects (Abratt, & Lombard, 1993).

According to Mautra (2018) entrepreneurship and risk-taking mindset are not two different things. Every entrepreneur is a natural risk-taker, because playing secure is not the character of an entrepreneur. An entrepreneur takes these risks which an average person would simply refuse to take. This is because he operates between opportunities, and to exploit it. An average person remains average because he likes to remain in a comfort zone with least amount of risks but risk taker thinks differently. Forlani and Mullin (2000) reflects the degree of uncertainty and prospective losses associated with the outcomes, which may be gotten from a given behaviour or a set of behaviours. Similarly, Dhliwayo and Vuuren (2007) see risk taking as an important element of the strategic entrepreneurial mindset. This is because risk-taking is essential for the success and growth of a business, which is based on how entrepreneurs perceive and manage the risks in their environment (Asenge, Diaka, & Soom, 2018).

In the study of entrepreneurship, risk-taking attitudes of entrepreneur are well established drivers of business performance (Boermans & Willebrands, 2017). Risk attitude is defined as a broad description of the way the decision maker deals with risks (Blais & Weber, 2016). Palich and Bagby (1995) in their study, finds that entrepreneurs have a tendency to evaluate business situations more-positively than non-entrepreneurs because they focus more on the weaknesses and threats. Risk-taking helps an enterprise form an organization atmosphere of tolerance and risk. It is also a way to encourage the experiment, which speeds up the acquisition, learning and absorbing of the new external technology and ultimately improve the enterprise's technology innovation performance (Lina, Sun & He, 2009).

Risk taking mindset is rare compared to all other qualities of an entrepreneur (Mautra 2018). A real risk-taker works at a much higher level above all others. An entrepreneur cannot take risk until he acquires all the basic facets, because the confidence of a risk-taker comes from their basic qualities. Risk-taking mindset is above all other traits, in fact, it is the final deciding characteristics property of a person that qualifies him as an entrepreneur (Mautra, 2018). According to the definition of entrepreneurship and everyday observation, entrepreneurs are perceived as more risk prone than other people (Macko & Tyszka, 2009). As Warneryd (1988) put it, there seems to be general agreement that risk bearing is necessary prerequisite for being called an entrepreneur.

Concept of Organizational Sustainability

The concept of organization sustainability has gradually become an important rating factor, driver of growth, profitability, value creation, social relationship builder, a survival tool, for organizations around the world (Sunday, 2017). According to Gawel (2012); Gupta and Kumar (2013), the focus of sustainable management is on analyzing firms' performance based on achieving the triple bottom line (TBL) on social, environmental and financial outcomes. Adopting sustainability initiatives can provide firms with several forms of benefits, including a positive image, enhanced trust from stakeholders, efficiency in resource management, a competitive advantage, superior returns on investments and profitability (Chen, 2010; Dangelico

and Pujari, 2010; Szekely & Knirsch, 2005). A current review of business and management actions show some evidence that a more sustainable approach to business is becoming the mainstream in organizations (Wales, 2013). For example, Lacy (2010) identified sustainability as being a strategic priority of the future for chief executive officers. They report that 93% of CEOs see sustainability issues as being critical to the future success of their organizations. Similarly, Colbert and Kuruez (2007) observe that many businesses currently report publicly on their sustainability performance based on the notion of Triple Bottom Line (TBL) reporting on economic, social and environmental performance..

Concerning the role of entrepreneurs in adopting the practice of sustainability initiative, various studies emphasized that organizational sustainability has become a focal environmental strategy amongst small and medium enterprises and which is discussed frequently in public environmental debates and government policy makers (Farrukh, 2014; Bradford and Fraser, 2008; and Revell and Blackburn, 2007). Some studies suggest that few SMEs are voluntarily protecting the natural environment. On the other hand, study also revealed that SMEs contributes 50 percent to the total industrial pollution (Farrukh, 2014). With this context, the entrepreneurial action is increasingly recognized as an important vehicle to promise the future development of the whole society's preoccupations (Dean & McMillen, 2007; Patzeit & Shephard, 2011).

Measures of Organizational Sustainability

Social Sustainability

Social sustainability is a process for creating sustainably, successful places that promote wellbeing, by understanding what people need from the places in which they live and work (Woodcraft, 2015). Social sustainability encompasses the notions of equity, empowerment, accessibility, participation, sharing, cultural identity; and institutional stability (Singh, Chakraborty, & Roy 2016). Wanamaker, (2018) assert that it is a process of framework that promotes wellbeing within an organization's own members while also supporting the ability of future generations to maintain a healthy community. Social sustainability encompasses the impact of corporations on people and society - whether corporate, public sector, educational or non profit, it improves the lives of their employees, stakeholders, customers and the community in which they operate (Benjo, 2010).

According to Cella-De-Oliverira (2013) social sustainability refers mainly to aspects as skills, motivation and loyalty of employees and business partners, it obliges the organization to internalize the social costs, maintaining and providing the growth of the social capital; avoiding exploiting the individual, giving incentive to auto-renewable structures; promoting democracy, amplifying the scope of personal choices and distributing resources and property rights in a fair manner (Dyllick & Hockerts, 2002). It causes management to understand the impact of its operations on the social systems and how the expectations of the different social groups relating to the organization are carefully considered (Emetue & Ahiawe, 2012).

Muck, Muck, and Souza (2011) explains that social sustainability concepts, incorporates questions related to human development; such as education, occupational health, workplace safety, training and development; to equality, - such as fair salaries and benefits, equal opportunities and absence from workplace discrimination; to ethics, such as human rights, cultural values, intergeneration and intergeneration. According to Azapagic (2003) the social sustainability dimension covers the following characteristics - fairpay, equal opportunities, good health and safety conditions, gratification system, securing ideas for the improvement of the Triple Bottom Line, competence development and training, career plans and ethical organizational behaviour. It considers how individuals, communities and societies live with each other, and societal provisions and expectations for, individual autonomy and realization of personal potential, participation in governance and rule making, citizenship and service to others, justice, the propagation of knowledge and resource distributions that affect the ability of society to flourish over time (McKenzie, 2004). It seeks to achieve equity in social issues such as education, health, politics, social infrastructure (Adejumo & Adejumo, 2014).

Social sustainability is considered one of the three main pillars alongside economic and environmental sustainability also known as 3Ps - people planet and profit (Benjo, 2010). In the concept of triple Bottom Line, they are interrelated and interdependent on each other's workings. A neglect on one aspect may affect the achievement of the other components. According to McKenie (2004) social sustainability occurs when the formal and informal processes, systems structures, and relationships activity support the capacity of current and future generation to create healthy and livable communities.

Environmental Sustainability

Environmental sustainability involves ecosystem integrity, carrying capacity and biodiversity. (Singh, Chakraborty, & Roy, 2016). It means to avoid stressing a valued ecosystem beyond the limits of its resilience, stability and carrying capacity (Oyeshola, 2008). An environmental sustainability entails that natural wealth act as a source of economic inputs and as a sink for wastes (Kahn, 1995; Basiago, 1998). A state in which the demand placed on the environment can be met without reducing its capacity to allow all people to live well now and in the future. Goodland and Daly (2006) defined environmental sustainability as holding waste emissions within the assimilative capacity of the environment without impairing it. It also means keeping harvest rates of renewable within regeneration rates.

Evidences are strong that we are exceeding and eroding the earth's carrying capacity (OECD, 2013). Effects are unpredictable and escalating as we approach a global average temperature rise of more than 2 degrees centigrade over pre-industrial levels (Oyeshola, 2008). The most essential environmental aspects in SMEs are usage of renewable raw materials reduce, reuse and recycling of solid and liquid wastes; conservation of energy levels, decrease of air and noise pollution level (Vinodh and Joy, 2012; Torgusa, O'Donohue, W. Hecker, 2013; Schoenhr, 2012).

Leading thinkers suggest that to stand any chance of achieving environmental sustainability, businesses including SMEs, need to move with a sense of right mindsets, to exploit the natural environment to a worldview of mutual interdependence and radical eco-innovation. Many organizations are now taking on this challenge (Marshall, 2011). The environmental sustainability encompasses the prevention of the impacts created by the organization on the natural system composed of living and non-living beings. (Emetuei and Ahaiwe, 2018). Pressures from the international Agencies, and stakeholders had sometimes resulted government placing stricter legislation on organizations to go beyond certifying the conformity to governmental regulations and initiatives, like in cares of recycling or efficient energy usage, since it does not exempt a comprehensive approach over the organizational operations, which are ruled by the evaluation of the impacts generated by the company's products, processes and daily services, by the elimination of unnecessary costs and of high emissions, besides minimizing practices that may affect the access of future generations to critical natural resources (Munck and Souza, 2011).

Risk Taking Mindset and Organizational Sustainability

Links has been established in literature between risk-taking and organizational performance (Singh, 1986;) Risk-taking organizational performance and sustainability (Maladzhi, 2016); Entrepreneurship and risk-taking (Macko & Tyszka, 2009). Sustainable risk management (SRM) is a business strategy that aligns profit goals with a company's environmental policies. The goal is to make the alignment efficient enough to sustain and grow a business while preserving the environment (Rouse, 2010). One of the chief drivers for sustainable risk management adoption is increasing demand for compliance with global and national regulations. Organizations implementing sustainable risk management generally focuses on the environmental effect of each business processes individually and then look for ways to minimized them. An effective sustainable risk management framework can help entrepreneurs and managers to identify emerging issues of concern that may affect supply chain, operations and production. Examples of emerging issues may include, the availability of renewable energy sources, the depletion of non-renewable resources or changing government regulations (Rouse, 2010). Within an organization, attempts to engage in innovation are greatly affected by attitudes towards risk-taking. Different organizations may show varying degrees of acceptance of risk-taking while others may show attitude of avoidance because of the unknown. Yet all humans acknowledges risk and react to it in varying ways. The same can be said for a company's relationship with risk taking. No business is managed without risk (WBCSD, 2017). During the UN Global compact leadership summit, held in New York, 2010 few major global risks areas were identified. These risks include climate change, poverty, rising inequality, and escalating conflict and instability. The global opportunity report presented a new mindset for businesses to be seen as part of the solution to major global challenges (Hultmanu, 2016).

Leading businesses are already taking steps to turn the UN sustainable development goals into local business initiative advantages (Hultmanu, 2016). Entrepreneurs in the developing world

including that of Nigeria are not left out. One of the entrepreneur personality trait is risk-taking. Entrepreneurs in the third world countries are constantly involved in taking advantage of the opportunities and uncertainty emanating from the business environment. Palich and Bagby (1995) finds that entrepreneurs have a tendency to evaluate business situation more positively than non-entrepreneurs because they focus more on the opportunities of the situation than on the weakness or threats. Entrepreneurship and risk taking mindset are not two different things. Every entrepreneur is a natural risk-taker because avoiding risk is not the character of an entrepreneur (Mautra, 2018). Dhliwayo and Vuuren (2007) in their work, see risk taking as an important essential for the success and sustains of a business, which is based on how the entrepreneur perceive and manage the risks in their environment (Asenge, Diaka, & Soom, 2018). However, given the high rate of failure of entrepreneurship business, arguments had spurring up to question the capability of entrepreneurs in managing risks and it siblings (WBCSD, 2017); hence the study hypothesized that:

H₀₁: There is no significant relationship between risk-taking mindset and social sustainability of SMEs in Rivers and Bayelsa States, Nigeria.

H₀₂: There is no significant relationship between risk-taking mindset and environmental sustainability of SMEs in Rivers and Bayelsa States, Nigeria.

Methodology

The target population of the study is all the small and medium enterprises in Nigeria. 426 registered small and medium enterprises in Bayelsa State were drawn from Smedan and National Bureau of Statistics, collaborative study, selected findings (2013) an accessible population of 50 selected enterprises were used where our study population of 1,200 owner/managers and supervisors were drawn. A sample size of 300 participant were derived using the Taro Yemen sample size determination formula. Data collection was done structured questionnaire that were distributed to the respondents to obtain information. The Cronbach Alpha coefficient tool was used to test for the reliability of the instrument at 0.7 level of acceptability. Data analysis was done with the aid of the Statistical Package for Social Science (SPSS) Version 21, using the Spearman Rank Order Correlation Coefficient to test the stated null hypotheses.

Data Analysis and Results

Hypothesis One

H₀₁: There is no significant relationship between risk taking mindset and social sustainability of SMEs in Bayelsa State, Nigeria.

Table 1: Correlation between risk-taking mindset and social sustainability

		Risk-taking Mindset	Social Sustainability
Spearman's rho	Risk-taking Mindset	1.000	.685**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	288	288
	Social Sustainability	.685**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	288	288

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

Source: SPSS Ver. 21 Computation

From the result of the above table, the correlation coefficient ($r = 0.685$) between risk-taking mindset and social sustainability of SMEs is strong and positive. The coefficient of determination ($r^2 = 0.47$) indicates that 47% change in social sustainability of SMEs can be explained by risk-taking mindset. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between risk-taking mindset and social sustainability of SMEs in Bayelsa States, Nigeria.

Hypothesis Two

H₀₂: There is no significant relationship between risk-taking mindset and environmental sustainability of SMEs in Bayelsa States, Nigeria.

Table 2: Correlation between risk-taking mindset and social sustainability

		Risk-taking Mindset	Environmental Sustainability
Spearman's rho	Risk-taking Mindset	1.000	.718**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	288	288
	Environmental Sustainability	.718**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.

	N	288	288
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**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Ver. 21 Computation

From the result of the above table, the correlation coefficient ($r = 0.718$) between risk-taking mindset and environmental sustainability of SMEs is strong and positive. The coefficient of determination ($r^2 = 0.52$) indicates that 52% change in environmental sustainability of SMEs can be explained by risk-taking mindset. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between risk-taking mindset and environmental sustainability of SMEs in Bayelsa States, Nigeria.

Discussion of Findings

The relationship between risk taking mindset and social sustainability with regards to the stated hypothesis shows a significant and strong association between risk taking mindset and social sustainability. Data analysis ($r=0.685$) between risk-taking mindset and social sustainability of SMEs is strong and positive. The significant value of 0.000 ($p < 0.05$) revealed a significant relationship, hence the null hypothesis was rejected and the alternate hypothesis accepted. This is in line with Rouse (2010) assertion that a sustainable risk management (SMR) is a business strategy that aligns profit goals with a company's social and environmental policies. The goal is to make the alignment efficient enough to sustain and grow a business while preserving environment.

No wonder as Warneryd (1988) put it, that, there seem to be general agreement that risk bearing is necessary prerequisite for being called an entrepreneur. Entrepreneurship require the risk-taking mindset to help an enterprise form an organization atmosphere of tolerance and risk. Mautra (2018) assert that risk taking mindset is above all other traits, in fact, the final deciding characteristics property of a person that qualifies him as an entrepreneur.

The above assertions, agrees with our findings, therefore, the study concludes that there is a significant relationship between risk-taking mindset and social sustainability of SMEs in Bayelsa States, Nigeria. The findings in relation to the relationship between risk taking mindset and environmental sustainability revealed a significant association between risk taking mindset and environmental sustainability. Data analysis ($r=0.718$) between risk taking mindset and environmental sustainability of SMEs is strong and positive. The significant value of 0.000 ($p < 0.05$) revealed a significant relationship. This is in line with the argument of Dhliwayo and Vuuren (2007) that risk taking is an important element of the strategic entrepreneurial mindset; because risk-taking is essential for the success and growth of a business. Sudrayat (2015) also in line with the above argument, assert that risk taking mindset is critical issue in today's business sustainability. It refers to mindset in exploring opportunities and innovation, as well as managing change and uncertainty. The most essential environmental aspects of SMEs are usage of

renewable raw materials, reduce reuse and recycling of solid and liquid wastes; conservation of energy levels, decrease of air and noise pollution level (Vinodh & Joy, 2012; Schoenherr, 2013). Consequently, Emetuei and Ahaiwe (2018) suggests that environmental sustainability encompasses the prevention of the impacts created by the organization on the natural system composed of living and non-living beings. The above study is in agreement with our findings, hence, we conclude that; there is a significant relationship between risk-taking mindset and environmental sustainability of SMEs in Bayelsa States, Nigeria.

Conclusion and Recommendations

Based on the result of our findings, the study concludes that entrepreneurial risk taking mindset relate positively and significantly with organizational sustainability. This therefore implies that firms, whether small, or medium should take seriously the importance of risk taking mindset as the inability of it by individuals owner/manager and employees in organization may have major effect on sustained business performance. The study therefore, recommends an effective sustainable risk management framework that can help entrepreneurs, managers and employees to identify emerging issues of concern that may affect supply chain, operations and production which may affect sustained organizational performance.

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