

**AN EXPLORATION OF MUTUAL IMPACT OF KEY STAKEHOLDERS ON
ENTREPRENEURIAL ACTIVITY**

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ABSTRACT

Entrepreneurship is an innate human nature and a driving force towards betterment in any facet of life. Entrepreneurship though innate, need have to be inherited, cultivated, cultured, and refined, so that better results can be expected. What are the factors which contribute favourably on the above parameters to the environment in which the prospective individual entrepreneur is positioned and what are the dampening parameters working against his impulse of entrepreneurship? Are there any mutual favourable or adverse impacts on such entrepreneurial activity on the person, as influenced by other key stakeholders in that activity? This research article explores in this domain and delves upon the ways of moderating those adverse factors and modulation of favourable conditions operating in the environment and circumstances of the prospective entrepreneur.

Key words: Entrepreneur, Stakeholders, Impact, Innate human nature; inherit; cultivate; culture; refine; explore; domain.

1. INTRODUCTION

Entrepreneurship is not new to mankind. Every stone of the empire of human development is an outcome of some entrepreneurial activity of some individual or group of individual, at some point of time. Invention and Innovation are only the via media processes in that ultimate attainment. Probably Discovery may be an off shoot. Is such an entrepreneurial activity, enhanced, sustained, or dampened today? Are we in the right path for better achievement than our predecessors? Are we better equipped to meet the challenges of today being characteristically different from yesterday? Should we not develop more insight into these aspects, so that the advancements so far achieved are sustained and may be even excelled?

2. PROBLEM DEFINITION

From the literature survey, a fair idea of entrepreneurial activity in India has been obtained and the role of individual organisation is also understood. However there could be mutual interaction between these initiatives and also either supporting or antagonizing role of other players, namely stakeholders, in the environment in which the entrepreneur envisages to work or works. This research article proposes to study those mutual multidisciplinary interactions of all players in the entrepreneurial activity

3. PROBLEM ANALYSIS

3.1 Key to Civilisation

In today's environment we tend to think that entrepreneur activity is more economics oriented, a way of living for an individual or culture of an organisation. It need not be so. Instead it stems from the basic tenets of life being survival (freedom from threat to life form other creatures and vagaries of Nature), Procreation (Natural impulse without any apparent reason), Hunger (basic requirement for sustenance), Sleep (Rest and rejuvenation). Every living being is endowed with such mechanisms and find their own best possible solutions. Probably we humans call them as entrepreneurship and probably there is no word for similar activity in non-human living beings. To elaborate, right from the earliest man, these traits are inborn or so to say innate or embedded in nature, which we call it "in the genes" now. However this innate quality is essential requisite for living which is a combination of survival, sleep, hunger, and procreation as stated above for the earliest man and continues to be so, in modified forms even for the modern man today.

3.2 Advancement of Civilisation

Survival includes managing the vagaries of nature, being the sum total effect of five Elements of Land, Air, Water, and Fire and Space. Cave man was struggling to fight the combined effects of lightning havoc, torrential rain, wild forest fire, gusty winds, and land slips and so on. This led to his innovation of clothing and shelter and possible use of fire in cooking raw meat due to serendipitous observation of tasting the meat of trapped wild animals in forest fire. This also led to the clothing for protection and shelter in caves. Any number of additions in this arena would only enhance the quality of living up to the modern man. All these are entrepreneurship activity which had to be imbibed into the individual and group of individual so that society marched ahead. In the absence of such path making activity, development is stalled and there is no advancement

of civilisation. As such the essential key to civilization is sustained entrepreneurship activity which leads to advancement of civilisation.

3.3 Conquering Nature

Does civilisation mean ultimately nothing but conquering nature? Nobody can think so especially when we know that land slips are common in rainy days, earthquake cannot be predicted, wild fires cannot be controlled as in Russia recently, tsunamis make havoc, Tornados strike at will in New Delhi and sand storms in North China, and lightning breaks a flying aircraft with passengers into three and all but one survived miraculously. Have all our warning systems come up of age or should we invent more gadgets to manage the said vagaries? Computers and atomic energy have improved quality of life that means they have contributed to advancement of civilisation. Have we conquered the problem of electronic and atomic waste disposal so that the natural environment is restored or at least maintained? That means the process of conquering nature is coexistent with advancement of civilisation and complexities of the same get enhanced along with advancement of civilisation. Civilisation hence includes conquering nature but does not end there. Obviously more need be done and that can only be achieved by entrepreneurial activity.

4. PARTNERS OF PROGRESS

4.1 Progress of Entrepreneurial Activity

If entrepreneurial activity need be done, is it an individual pursuit and collective project? As civilisation is advancing no one is independent. Everybody depends on another for various resources. As such all the stakeholders have to collectively recognize, attempt, attack and solve problems. The benefits accrue to all concerned in the collective effort. Individual efforts are likely to be frittered away without meaningful results. A well proven entrepreneurial activity automatically leads to another entrepreneurial activity to be followed by another different one, when previous one is established.

4.2 Modernisation of Transactions

For Example what is the basic entrepreneurial activity for Automated Teller Machines? You may think of Computerization, Identification Systems like Debit Cards, Internet or Currency Counting Machines? May be it is a combination of all the above and many more to add. Are not the ATM Machines serving all the stakeholders so efficiently?

4.3 Genuine Entrepreneurial Activity

Security systems like Guard, Video Camera, and Locking Doors etc add the better utilization of the facility. Is there any guarantee that such systems will not malfunction including the Security Guard, as it happened recently and reported in newspaper that a guard opened fire and killed a customer on altercation and killed again the sub inspector who tried to overpower him later? Is there any protective mechanism against such mishap? Entrepreneurial activity is supposed to answer. Even when such advanced mechanisms are used, certain critical elements try to bypass and it is also reported in newspapers that only small quantity of adhesive and a small screw driver is needed to swindle money from ATM. Some thieves lifted the whole ATM to steal the money. It was done in broad day light using a tempo truck as if ATM is being taken out for repairs. Another Guard removed all the cash promptly kept back his fire weapon and went out of station taking the money. People believed that he has gone out for nature call as the weapon was near ATM. One Driver of an agency for topping up currency in ATM simply drove away with cash left in his vehicle after earlier two filling of ATM and further filling were due in many ATM. Others waited and searched in vain. The cash, driver and vehicle is gone. All the above criminal activities are also entrepreneurial activity from the point of the perpetrator though every other person will like to disbelieve. Every entrepreneurial activity shall necessarily protect the activity against such abuses. Otherwise more damage than benefits will accrue from entrepreneurial activity. Obviously the system of ATM in all respects is not in exactly in good shape. In such cases, Stakeholders play both the “beneficiary” and “suffered entities” in any entrepreneurial activity of such undesirable standard though may be an acceptable standard. All the above untoward happenings are due to inefficient human interactions or strategic management failures and not the intention of the original innovator / entrepreneur. Of course mistake proofing by Poke Yoke initiatives are possible, and each and every imitative will form another entrepreneurial activity if done by outsiders and intrapreneurial activity if done by employees of the organisation. Here the counteracting interaction of members of society may be criminals are nullified by other key stakeholders being the employees as they have to make their machine absolutely reliable in all circumstances. As such an entrepreneurial activity need be done in consonance with earlier achievements and future aspirations of prospective stakeholders who would become ultimately partners in progress upon successful culmination and establishment of ongoing entrepreneurial activity.

5. ROLE OF MUTUAL STAKEHOLDERS

Individual being the primary stakeholder spends his time, effort and money, to achieve things against all odds. When he succeeds, he may gain back the money but the sense of pride and achievement compensates and leads for satisfaction in his efforts to a large extent than monetary reward.

5.1 Family Member

Family Members lose a lot in tangible and intangible resources, affection, time and love between members and entrepreneur. However pride of collective achievement and possibility of sustained growth and benefits are the driving force for them.

5.2 Employees

Employees do form a separate class of intrapreneurs when they observe the operations more closely and can come up with valid ideas for Improvement, Cost Reduction etc by way of Suggestion Schemes, Quality Circles, Works Committee, and Worker Participation in Management etc

5.3 Society

Society stands to gain as long as the activities are within its control. When it goes out of control Social Prestige, Norms, Decorum, Discipline are all affected. Hence all entrepreneurial activity shall be adhering to the social norms at a given time. Example: Entrepreneurial activity in sex toys. Is it good for Indian society?

5.4 Government

Government of any society knows what is best for the society at a given point of time. Society may accept certain deployment on new entrepreneurial activity though there is possibility of environmental damage; but Government shall not allow the same taking long term view into account. Can the government go on allowing import of rubbish and municipal waste material into India, as is being done now, in the pretext of too many families are living on that vocation? Hence major mutual stakeholders are the entrepreneur, his family members, society, Government, customers, suppliers, employers and so on.

6. MULTIDIMENSIONAL ROLE OF STAKEHOLDERS

6.1 Entrepreneur

All essential traits of successful entrepreneurs listed out in text books will not be present in an individual but he should keep his mind and motive open for all observations around him and think of possibility of harnessing the same for economic benefit in the first place and social benefit in the second phase. In case he feels he cannot do well with that idea sparkling in him he may without hesitation release the same to others so that at least the society gets benefitted.

6.2 Family Members

Family member though they may be initially enthusiastic, later tend to discourage at a stage, which will be at the peak, when the job is about to be complete. This is easily said, but not done in family circumstances due to multifarious pressures working. Only way out left in many cases will be, to be content with traditional family business which is not essentially an entrepreneurial activity. In a particular case a small time eatables vendor in touring talkies, called it a day, when he could not succeed in spite of his best efforts but was enthused by his wife that they shall not leave it just like that getting defeated at it. Probably their venue of work was wrong and his not so well educated wife suggested themselves to move to a posh location of the city and the remaining story was, the man is now the leading sweet manufacturer with number of chain of outlets all over the city of Chennai. Who is the entrepreneur in this case the man or the wife? It is the multidimensional role of the wife who has the winning spirit characteristic of entrepreneurial activity.

6.3 Employees

Employees have a good role in keeping the system working. If they want they can derail by citing so many rules. If they take active interest in their job, controls become automatically better with less expenses compared to automated control with high cost... A wild combination of too many gadgets by sustained entrepreneurial activity will not lead better control than focused attention by employees. All the examples of ATM mentioned above underlines this need. If the concerned employees were vigilant and better management practices were adopted all those listed situations in ATM would not have happened. Employee have watch dog role as well apart from their paid roles.

6.4 Society

Nowadays there are number of social service organisations which detect deviation from accepted social and legal requirements. Environment protection may not be the first in the agenda of an entrepreneur for fear of capital and revenue expenditure without rewards. By the time he is ready he feels it is unwanted expenditure and tries to scuttle. These social organisations take care of this casualness of blooming and established entrepreneurs. Unless otherwise society insists on their interest as stakeholder, either by social organisations or otherwise, entrepreneurs at the first instance and in later stage of development are likely to give a goby to such social commitments. Small time entrepreneur in the guise of employment opportunity accept big wicket importer's consignment of municipal trash from developed countries, converting India as dumping ground for whole world. Multidisciplinary role of the social organisations effectively stops them by legal route. If such entrepreneurial activity as envisaged is allowed without social control, what will happen? More damages will be done to the society than good by such unscrupulous entrepreneurs. Unregulated entrepreneurial activity can cause disasters. Multidimensional role of entrepreneur and stakeholders shall halt the same.

6.6 Government

Government has the last say in entrepreneurial activity, first say being that of the individual citizen. If there is no incentive, support, encouragement, preferential purchase, guidance, counseling etc from government, will there be so much growth especially in Agriculture, Dairy, Mushroom Culture, Engineering etc. Innumerable industrial estates have been started and separate ministry is in functioning for small and medium entrepreneurs, thinking all the time for better facilities for the entrepreneur. Not only providing exposure, facilitating opportunities, initiation of activity and sustaining enthusiasm are the multidimensional role of Government, but also to protect the budding entrepreneur against onslaught of established players. A classic example in this domain is the reservation of manufacture of black and white television sets in 1970 to 1980, only to Indian small entrepreneurs by the Government of Ms. Indira as Prime minister, and later when permission was released to all players by successive Governments, all the original entrepreneurs vanished from the scene or became job workers for the big players of Multinational companies.. Small player with entrepreneurial activity never made big. Consistency in government regulations

is needed to protect the entrepreneur. There is no use of developing an entrepreneur and making them close shop due to change in government policy.

6.7 Sustainability of Entrepreneurship

Similarly, there is no use of developing an entrepreneur to a large extent and extinguishing him by developing another entrepreneur, unless otherwise options are thoroughly studied and decision taken on firm footing like obsolete technology etc and even in that case, the already developed entrepreneur should be encouraged to adopt to new technology rather than inducting a new player capable of smashing the existing player. Let the new player with new technology come into the arena, but government shall support as far as possible existing players with old technology to adopt new technology. Of course highly enterprising individual on their own will do whatever possible to survive but support from government is also needed. Because trained and skilled hands shall not be lost. Only reskilling is needed to restart. Classic case is in printing technology. Old ways of composing and printing press have gone way to digital printing. Local printers have to adapt to new and newer technology all the time. Have we heard of any support role by Government in this respect? What is the impact of cine shooting with technology driven digital shooting recently on conventional photo film based shooting, processing, and printing etc. Government should have clear role in this respect as a major stakeholder. Government has got the responsibility that national resources in this count are not frittered away needlessly sustaining continuously the old cinefilm manufacturing technology, if digital technology is the norm of the day. Accordingly government has multifarious roles to play not only to propagate but also protect and reap the ultimate benefits of entrepreneurial activity being in tune with technological advancement. This multidimensional role of Government has a long term perspective as against a relatively short term effect by other key stakeholders in the whole history of making or marring an entrepreneur.

8. CONCLUSION

Entrepreneurial activities are multifaceted and multidimensional and need guidance, grooming and support at every stage. It is like an infant growing into an adult capable of self-sustenance. Similar to child development having significant stages, there are many stakeholders in entrepreneurial development at different stages. A child needs lot of guidance, support, and grooming for becoming an adolescent from all persons around it, and there after requires still more crucial social control, economic support, till making a self-earning of an able adult. Similarly

entrepreneurial activity is surrounded by many other stakeholders who may support or oppose such activity. It will be multidimensional by all stakeholders and the entrepreneur and all stakeholders have to make the best to their advantage under the given circumstances, so that the entrepreneurial activity either by individual or organisations faces their combined mutual impact successfully. Entrepreneurial activity shall sail along in all weather conditions and succeed to become a contributing activity for the growth of the country.

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