



GOVERNMENT, ENTREPRENEURSHIP AND SOCIETY: A TRIPARTITE MODEL FOR ACHIEVING ENTREPRENEURIAL SUCCESS

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Abstract

The tripartite model of government, entrepreneurship and society offers a comprehensive framework for understanding the complex and dynamic interactions that drive entrepreneurial success. To explore this phenomenon, this study aims to examine the ecosystem of government, entrepreneurship and society in responding to the complexity of the interconnection mix of the tripartite model that influence the success of new ventures. It is a theoretical research study that adopted qualitative and phenomenological methods through the exploration review of extant literature. It focused on the symbiotic interaction among the Government-Entrepreneurship-Society institutional actors, the influence of each of the actors on the others and the models that explains the interconnectedness of the tripartite actors on entrepreneurial success. The results of the study reveal that the interrelationship among the three actors is complex and by interdependence and interconnectedness, activities and actions of each actor affect the others and entrepreneurial success is determined by the direction of their interactions. The study concludes that the institutional actors through regulatory quality, government and market support and social norms are fundamental input variables that drive entrepreneurial success. The study recommends a supportive, stable and well-coordinated institutional environment that enables entrepreneurs to access resources, reduce uncertainty and achieve higher rates of success; carrying out empirical studies of the dynamics of GES-institutional players in Nigeria using quantitative approach; recommends comparative studies of the subject across different market economies to capture unique patterns of interaction among the tripartite institutional bodies in diverse environments; ensuring collaborative partnership and efforts of the tripartite actors to foster positive relationship; promoting inclusive stakeholders' participation policy framework for entrepreneurship growth and socioeconomic progress; conducting educational programmes that can promote understanding of the interrelationships among the three institutional actors and prepare future leaders to effectively navigate along these heterogeneities.

Keywords: Entrepreneurial Success, Entrepreneurship, Government, Society, Tripartite Model

1. Introduction

Government, entrepreneurship and society (GES), recognised as institutions and entities of different elements, structures and processes that relate and work together to solve human, business, society, economic and government problems shaping the world, are fundamental in all economies of the world. These three institutions are subdivisions of political, economic and social activities. Consequently, a study of these three entities is on their interconnectedness and the influence of each on the others over time. While the government is a structure that has governing authority that makes and implements laws, rules and policies for effective operations of the society, carrying out the governmental functions through constituted rules and policies in ensuring the sustainability of the process (Adebayo, 2023), entrepreneurship refers to the business and economic activities that provides products or goods and services to satisfy human needs and expectations, and the society refers to the network of human relations, ideas, institutions and material things (Adebayo, 2023). As their nexus therefore, entrepreneurship activities are carried out in the environment, in which government and the society regulate and have so much influence on.

An understanding of the interactions among the three institutions is imperative for the institutions to collaboratively function to achieve their respective goals. The interactions create the indulgence for entrepreneurs to make smart decisions in the market and non-market environment in the provision of goods and services for the society and contribution to economic growth. The government interacts with the business sector and the society through rules and regulations, laws and policies that guide, moderate and influence the operations and activities of entrepreneurs and the society, whereas the society interfaces with entrepreneurship and the government for improved social and societal welfare. Thus, this study is necessitated by providing answers to what the symbiotic interactions of the GES-institutional actors are, how each of the entities influence one another and the models that explain the pattern of interactions.

2. Objectives of the Study

The main objective of this study is to examine the tripartite relationship among entrepreneurship, government and society in achieving entrepreneurial success. The specific objectives are; to:

- i. examine the effect of symbiotic interactions among the GES-institutional actors on entrepreneurial success;
- ii. Evaluate the influence each of the actors has on the others towards entrepreneurial success; and
- iii. Explore the models that explain how the tripartite actors interact.

3. Conceptual Review

Government

Government is an institution that constitutes governing authority of a political system (Merriam Webster, 2024), responsible for making and enforcing laws, providing order, direction and services that impact on the lives of citizens and economic activities. It is an institution or entity that regulates entrepreneurial activities and the society via rules and legal framework. Li and Maskinb (2021) describe government as an active and dominant player in the modern market economies. It is the political economy institution that determines the roles, functions, incentives and behaviour of government in a modern market economy, as well as the institution that determines how government actions shape the economy's performance.

In addition, government is a key political and economic player, a stakeholder to the market economy that determines the structure of the market economy, pace of economic performance, growth, development and sustainability in the economy. It is the body that regulates controls and directs entrepreneurial activities and the society through the instrumentalities of laws, rules, regulations policies, infrastructure, programmes and innovative initiatives. Government does not operate in seclusion or solitude; it fraternises with entrepreneurship or business and the society. Government exerts impacts on business and the society and also receives feedbacks and impacts from business and the society.

Furthermore, government is a convoluted network of public systems, institutions and authorities for public policies. Government determines how well or how poorly business activities and society function (Bergman et al., 2020). Government basically uses the instrumentalities of power and authority to establish, regulate, control and maintain the formal and informal frameworks of business and the society (Aston University, 2023).

Entrepreneurship

The term entrepreneurship is described in different ways by different authors at different times. It is a business-based institution that conducts business and economic activities to meet market needs and expectations. It is also one of the major participants in modern market economies. Entrepreneurship is one of the tripartite entities that attend to societal needs subject to government regulations. In the World Encyclopaedia of Entrepreneurship, Leo-Paul (2021), describes entrepreneurship as a creative process that results in something new (creative) and doing something different (innovative) for wealth and value creation. While Seth (2024) defines entrepreneurship as business and economic activities, Global Entrepreneurship Monitor [GEM] (2022) sees entrepreneurship as entrepreneurial activities of creation of new business and expanding existing ones. Entrepreneurship is also the use of factors of production - land and its natural resources, labour and capital to create and extract economic values to make profit (Gaddefors & Anderson, 2017). Entrepreneurship is the entrepreneur's roles of creating new business, bearing risk and having rewards for risk taking (Hayes, 2024).

In all, entrepreneurship as an institution plays significant roles that vary from individual to individual, society to society, economy to economy, country to country, government to government and these roles are directed towards economic growth, development and sustainability. GEM (2022) avers that among others, entrepreneurial activities contribute to job creations and employment creation, productivity, maximisation of individual potential, effective resources utilisation, reinvigoration of large scale enterprises, innovation and technological advancement, increased competition, social change, economic dynamism, economic growth and sustainability. Entrepreneurial activities impact on the society and the government and is influenced by these institutions.

Society

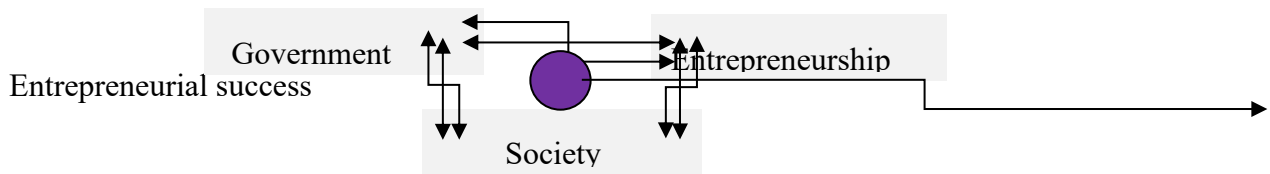
A society is an institution and a subset of GES-ecosystem that interfaces with government and entrepreneurial activities. It is an assemblage of individuals who engage in persistent social interactions and share a common territory, governed by the same political institutions and cultural norms (Wikipedia, 2024). A society is a human relations network that is characterised by social relationships and shaped by shared values, beliefs, norms and ethos. Society can vary significantly in structure, technology and economic activities, leading to different forms such as early, developing and advanced societies for instance. Every society has norms that dictate acceptable behaviour and there is mutual dependence among members, who lean on one another for survival and improved quality of life. Societies are dynamic constructs that evolve with

technological advancements and cultural shifts, influencing individual behaviours and interactions.

Tripartite Relationship

Tripartite relationship refers to the interconnected and interrelationship dynamics among three parties which arises when the three parities interface and the influence of one affects the others (Oxford on-line Learners Dictionary, 2024). The tripartite relationship among government, entrepreneurship and society focuses on how these entities interact to foster innovation, economic growth and social well-being. The concept is used to describe the interactions within the ecosystems of government, entrepreneurship and society. An interrelationship highlights how the various elements affect each other, establishing a connection that can lead to mutual influence. The connections among government functions, entrepreneurial activities and society are determinants of entrepreneurial success. The tripartite model of government, entrepreneurship and society denotes connections, interactions, interplays and interdependence among the three entities, in which the influence of one affect the other and entities reckon on one another to function. In most emerging marketing economies, including Nigeria, the interconnectedness and mutual influence of government, entrepreneurship and society is important. Figure 1 below is the interconnectedness of the three entities.

Figure 1: Tripartite Model of GES- Institutional Actors



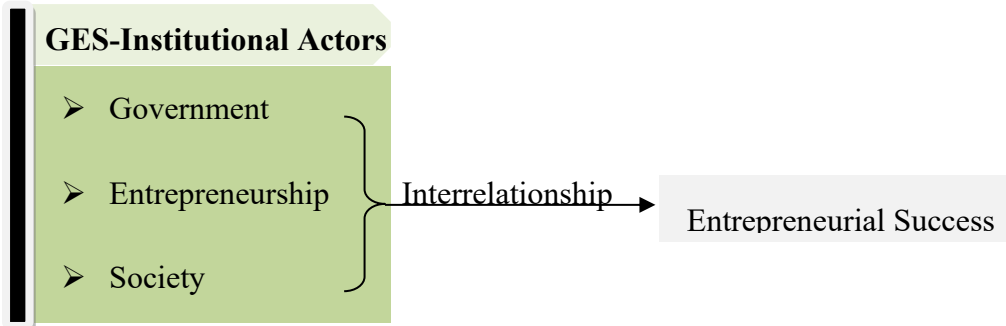
Source: Authors’ conceptualisation, 2025

Entrepreneurial Success

Entrepreneurial success encompasses various dimensions, including financial performance, personal fulfillment, growth, development and social impact (Newman et al., 2021). It is the accomplishments associated with the ability to identify opportunities, effective decision-making and resilience in overcoming challenges (Store et al., 2018). Entrepreneurship success is influenced by a variety of factors including government and society that contribute to the ability to start and sustain a successful business (Chaves-Maza & Fedriani, 2022).

Having discussed the concepts which the study navigates around, the researchers developed a conceptual framework (presented as Figure 2) which captures the GES-institutional actors as input variables, entrepreneurial success as output variable and interrelationship as the moderating variable in the study. The theoretical framework and theoretical literature exposition of the study in sections 4 and 5 are built on this framework.

Figure 2: Conceptual Framework



Source: Authors' conceptualisation, 2025.

4. Theoretical Framework

This present study hinges on four theories, viz: market capitalist theory, dominance theory, countervailing forces theory and stakeholder theory. These theories are applicable to the present study by providing direction on the complexity and influence of the institutional factors on entrepreneurial success (Lombardo, 2024; Aston University, 2023; McWeeney, 2022).

The models are market capitalist, dominance, countervailing forces and stakeholder, and they are described as the models of interaction (Aston University, 2023). These models illustrate the dynamic interplay amidst the three spheres, emphasising that their relationships are not static but evolve based on various economic, political and social factors.

The market capitalism theory suggests that businesses operate within a market environment, where their profit-seeking behaviour ultimately benefits the public good. It posits that the market can efficiently allocate resources and respond to societal needs. The dominance theory holds that large firms, enterprises, corporations and elite groups exert control over the system, leading to wealth concentration and societal inequalities. This proposition criticises the power dynamics that favor a few at the expense of the broader community. The countervailing forces theory highlights the interactive nature of the key institutional players, where each entity influences and regulates the others. It emphasises the need for balance among these forces: entrepreneurship, government and society to achieve equitable outcomes and entrepreneurial success. The stakeholder theory focuses on the importance of various stakeholders such as government institutions, business institutions and social institutions, including employees, customers and communities in shaping business practices and government policies to achieve entrepreneurial success. It advocates for a collaborative approach to governance that considers the interests of all parties involved.

5. Theoretical Literature Exposition

Government And Entrepreneurship: Nexus and Symbiotic Interactions

Government and entrepreneurship institutions in numerous ways are interrelated and interdependent. In today's global economy, entrepreneurs in different industries and sectors are the driving forces of the economy. The interrelationship within government and entrepreneurship is characterised by mutual dependence and influence, essential for entrepreneurial success towards economic stability and growth.

Governments create regulations and policies that shape the business environment, ensuring compliance and promoting fair competition. They provide infrastructure, enforce contracts and shield property rights for effective business operations. Governments can influence businesses indirectly through tax reduction, tax holiday, aid, grant, assistance, endowment, subvention and backing aimed at fostering specific industries or practices, such as environmentally friendly initiatives. Businesses seek to influence government policy to create favourable conditions for their operations (Adebayo, 2023). This is often achieved through lobbying, forming trade associations and political action committees (PACs) that advocate for business interests. The relationship can sometimes lead to conflicts, especially when businesses perceive regulations as burdensome or when government actions are seen as limiting economic potential. The interplays amid government and entrepreneurial activities are vital for a thriving economy, requiring ongoing negotiation and adaptation to ensure that both entities can achieve their objectives while supporting overall economic health.

Entrepreneurship significantly influences government policies and economic frameworks, shaping the environment for business growth and innovation (Bergman et al., 2020). Entrepreneurship is a crucial driver of economic development, creating jobs and improving living standards. Entrepreneurial activities stimulate local economies, reduce unemployment and foster community development by investing in infrastructure and services. Governments recognise this and often implement policies to support entrepreneurial activities such as providing funding, tax incentives and reducing bureaucratic hurdles for business registration. Governments adapt their policies based on the entrepreneurial landscape. Effective governance, characterised by political stability and low corruption, enhances entrepreneurship growth and innovation. Negative factors like political instability can deter entrepreneurship, leading to new business formation. Due to the significant roles entrepreneurship plays, governments are motivated to create an enabling environment, provide access to capital, education and training and regulatory framework for entrepreneurship to boost economic performance. The interaction entrepreneurship has with government is symbiotic, where effective policies can enhance entrepreneurial activity, leading to broader economic benefits (Bergman et al., 2020).

Government and Society: Nexus and Symbiotic Interactions

The relation between government and society is a complex and dynamic interaction, shaped by various factors, including historical context, governance models, societal resilience, institutional frameworks and the roles of civil society organisations (CSOs). The interface between government and the civil society can vary based on the extent of government and society involvement. The shift from traditional government to governance emphasises networks and partnerships between government and civil society. This transition reflects a move towards participatory governance, where CSOs play a vital role in policy formulation and implementation (Kover, 2024).

Civil society is a bridge between the government and the public to influence policy and provide services. The relationship can vary from harmonious cooperation to adversarial dynamics, particularly during crises like the past COVID-19 pandemic, which tested the resilience of government and society across the world (Wang & Wang, 2017). Like in the case of Nigeria, fuel subsidy removal, hike in the cost of living, economic instability, high insecurity and kidnapping challenges are all resilience tests for both the government and the society. The interplay between government and society is essential for addressing public issues effectively. Citizens can engage in governance through both individualised and organised means, fostering collaboration and cohesion that contribute to problem-solving. These dynamics highlight the

importance of mutual recognition and cooperation between government and society to achieve effective governance and societal well-being.

Over time, the relationship between people and government has evolved, influenced by industrialisation and urbanisation. This evolution reflects changing expectations and demands from the public, leading to more direct interactions and accountability mechanisms. Various theoretical approaches such as the neo-Gramscian perspective, analysis of the dialectics of coercion and hegemony in government-civil society relations, accentuate the relevance of ideology dimension, institutional arrangements, as well informal practices and strategies (Wang & Wang, 2017). The interconnection society has with the government is characterised by mutual influence and adaptation, shaped by historical developments and contemporary challenges.

Entrepreneurship and Society: Nexus and Symbiotic Interactions

Entrepreneurship and society have a symbiotic relationship, meaning they are deeply interconnected and interdependent. The symbiotic relationship implies that business and society mutually influence each other and that their success is interdependent. Entrepreneurship and society are inseparable and interdependent. Sutter et al. (2019) aver that successful entrepreneurs and business owners understand this and act with vision to create real, lasting social value while also generating profits. Embracing this symbiotic relationship is essential for corporate goals and societal enhancement in today's interconnected world.

The nexus between entrepreneurship and society reveals a dynamic relationship where entrepreneurship acts as an agent and propelling force for economic and social development (Khefacha et al., 2024). Entrepreneurship significantly contributes to job creation, innovation, and economic growth, serving as a remedy for labour market weaknesses and enhancing technological progress. The aspirations of entrepreneurs often extend beyond mere profit; they aim to improve community economic conditions and social well-being (Si et al., 2020). This shift in focus towards societal impact highlights how entrepreneurial activities can drive sustainable development and address social issues such as environmental degradation. The entrepreneurial environment plays a crucial role in supporting micro, small and medium enterprises (MSMEs), which are vital for transformational entrepreneurship that yields long-term societal benefits.

A study conducted by Jorgensen and Pedersen (2018) identify the key aspects of the symbiotic collaboration amidst entrepreneurship and society to include cultural sensitivity and market adaptation, brand identity and cultural significance, corporate citizenship (CC) and societal impact, workforce diversity and innovation, mutual influence and shared value creation. These authors argue that entrepreneurs are culturally sensitive and adaptive to local customs to succeed in diverse global markets. To them, entrepreneurs and business managers' respect for cultural differences help to establish trust and loyalty with consumers.

Successful businesses align their brand identity alongside aspirations of their target culture. This resonance leads to widespread acceptance and loyalty. Entrepreneurial activities and entrepreneurs contribute positively to society through social industrial welfare initiatives that address issues like sustainability, diversity and community development. Consumers prefer supporting socially responsible companies (Jorgensen & Pedersen, 2018). Encouraging workforce diversity in a workplace leads to more innovation and creativity by bringing together plethora ideas; diversity also makes a company an attractive employer; business decisions and social policies interact and operate under the principles of shared value creation.



The characteristics of entrepreneurs and managers significantly influence their perceptions of the entrepreneurial ecosystem. It affects their ability to leverage resources for business development. The missing link between entrepreneurship and society lies in understanding how entrepreneurial aspirations and ecosystems can foster social progress and economic prosperity, emphasising the need for supportive frameworks that enhance these interactions (Moggi et al., 2021).

Entrepreneurship as an institution is one of critical members of society; it is one of the primary drivers of employment, investment and wealth. The decisions and actions of companies reverberate throughout society and the society has a significant impact on businesses as well (Terziev, 2019). Some studies have observed that changing societal and ethical expectations, role of government, global economy, environmental concerns and technology all shape the entrepreneurship-society relationship (Salami et al., 2023&Wijk et al., 2019). Entrepreneurship operations benefit society by supplying goods and services, creating jobs, and generating profits and a tax base. Society provides the infrastructure, markets and workforce that allow businesses to thrive (Terziev, 2019).

Government, Entrepreneurship and Society: Nexus and Symbiotic Interactions

The government, entrepreneurship and society are interrelated and have a symbiotic relationship. The operations of one affect the others. Although they are different entities, they are interwoven and interdependent by nature. Their interdependent to one another is what is known as symbiotic interactions. None of the institutions exists in a vacuum or independent. Without the presence of others, no one entity can exist. The positive or negative actions of one institution affect the others. The symbiotic relationship that exists among these institutions is a linear relationship and this is defined using four equations below:

$G = f(E+S \text{ or } S+E)$equ. (1)

$E = f(G+S \text{ or } S+G)$equ. (2)

$S = f(G+E \text{ or } E+G)$equ.(3)

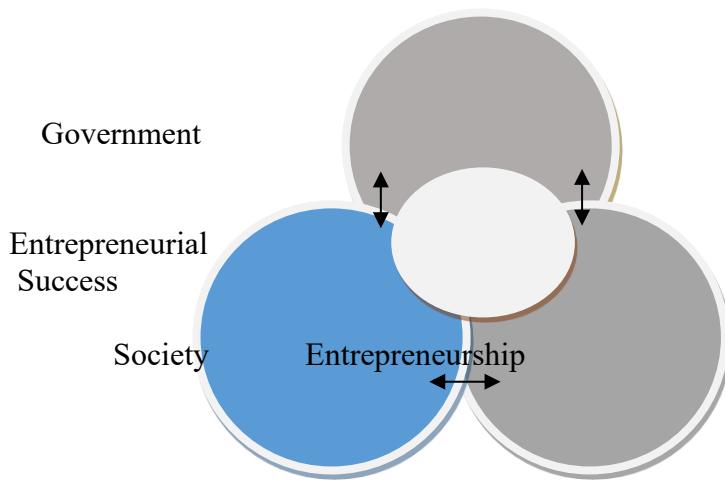
$Entre(success)= f(G+E+S)$equ.(4)

Where G, E, S and Entre (success) present Government, Entrepreneurship, Society and Entrepreneurial Success, respectively. In the context of this study, entrepreneurial success is defined in terms of growth, development and sustainability. Thus, equation 1 means that the performance of government is dependent on the actions and activities of entrepreneurship and the society. For equation 2, it signifies that the performance of entrepreneurship is dependent on the actions and activities of government and the society. Equation 3 explains that the performance of society is dependent on the actions and activities of government and entrepreneurship while equation 4 depicts that entrepreneurial success is determined by the actions and activities of GES-institutional actors. Carroll and Howard (2023) opine that in linear symbiotic relationship, if one variable increases or decreases, the other variable changes proportionally. This means the two variables move in direct correlation with each other, maintaining a consistent ratio or linear dependency throughout their interaction. Thus, putting this scenario in a graph, the linear relationship tends to yield a straight line that allows for interpretation of trends and predictions. The slope of the line indicates its direction and steepness, showing how much the dependent variable (entrepreneurial success) changes for a unit change in interaction of the set of independent variable (government, entrepreneurship and society).

Government, entrepreneurship and society are highly interdependent and they all impact on one another in a symbiotic manner. For instance, entrepreneurial activities impact on the

government and the society through gross domestic product contribution, job creation, creation of values and value additions and revenue generation, product and service offerings, green practice, social responsibility of firms and environmental sustainability practice. These two institutions, government and the society in return impact on entrepreneurship. In like manner, the society impacts on the entrepreneurial and government activities. These scenarios also play in the case of the government impacting on institutions of entrepreneurship and the society and vice versa. Thus, the impact can be positive or negative and the direction of the impact defines the entrepreneurial success achieved. To manage the interdependence, collaborative efforts of the tripartite actors are required for entrepreneurial success as defined in equation 4 and illustrated in figure 3.

Figure 3: Symbiotic Interactions of GES-Institutional Actors



Source: *Author's conceptualisation, 2025*

4. Methodology

The study adopted a qualitative phenomenological research design. The choice for this research design allowed an in-depth expository discourse, panoramic insights of the phenomenon under investigation through thematic literature analysis that provided a clearly structured overview of the ideas, trends and discussions within the domain of the study. Quantitative data was not in any case used in this study. The study employed the use of secondary sources to generate textual and thematic information, which the study required. Information about the study on trends, themes, background and factual structure were sourced from journal articles, documented reports, books and other literary works relating to the subject. Gaps and trends in the existing literature were established through thematic analysis that informed suggestions and recommendations.

5. Findings and Discussion

In line with the objectives and the phenomenological review of literature, the study came up with some findings. There is a symbiotic interaction among the GES-institutional actors and the decisions or actions of each of the actors either positively or negatively affect or impact the other actors. The government, entrepreneurship and society are intertwined and interdependent in their functions and roles and they need each other to effectively perform. These findings are in collaboration with the view of Bergman et al. (2020) that symbiotic relationship exists among the three institutions. The study also found out that market capitalist, dominance, countervailing forces and stakeholder theories explain their actions and influence their intractability. This

finding is in congruence with the research report of Lombardo (2024), Aston University (2023) and McWeeney (2022) that the interaction among the three actors hinges on these theories. The findings that entrepreneurship decisions and actions reverberate throughout society and government, society and changing societal or ethical expectations have a significant impact on entrepreneurship and government, the role of government and government-induced actions all shape the business-society relationship, GES-institutional actors are inseparable and their mutual co-existence is necessary are all in line with the research findings of Carroll and Howard (2023), Salami et al.(2023), Moggi et al. (2021), Terziev (2019) Wijk et al.(2019).

5. Conclusion

The interrelationship among the GES-institutional players is multifaceted, necessitating a nuanced understanding of their interactions. Dynamics among these three entities are characterised by interdependence and interconnectedness. Entrepreneurship growth and development rely on government regulations and societal norms to operate effectively, while governments depend on entrepreneurship and the society for economic upturn and the society as human relations network hinges on the institutions of entrepreneurship and government for social and societal welfare. Corporate social responsibility (CSR) as a green practice plays a crucial role in redefining these relationships, emphasising the need for businesses to align their strategies with societal values and governmental policies. The institutional actors through regulatory quality, government and market support and social norms are fundamental input variables that drive entrepreneurial success.

Recommendations

Sequel to the findings of the study and conclusion reached, the study makes the following suggestions.

1. There should be a supportive, stable and well-coordinated institutional environment that enables entrepreneurs to access resources, reduce uncertainty and achieve higher rates of success.
2. Empirical studies of the dynamics of GES-institutional players in Nigeria using quantitative approach should be conducted.
3. Comparative studies of GES-institutional actors across different market economies should be established to evaluate the patterns of interaction among the tripartite institutional bodies in diverse environments.
4. Collaborative partnership and efforts of the tripartite actors should be encouraged to foster positive relationship, inclusive stakeholders' participation policy framework for entrepreneurship growth and socioeconomic progress.
5. Organise educational programmes that can promote understanding of the interrelationships among the three institutional actors and prepare future leaders to effectively navigate along these heterogeneities.

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