

# Chapter 21

## Transition in Career: Hybrid Entrepreneurship

Zeynep Merve Ünal

 <https://orcid.org/0000-0003-4927-3117>

Yeditepe University, Turkey

### ABSTRACT

*The aim of this chapter is to understand motivations behind individuals' dual movement among wage work and entrepreneurship activities. Entrepreneurial approaches (e.g., functional, behavioral, process) and need for entrepreneurs facilitate understanding why individuals have a tendency to enter self-employment activities while having a wage job. Hybrid entrepreneurship was taken as a one of the contemporary entrepreneurship types and its difference from related entrepreneurship types (e.g., user, passionate, hobby-related) was highlighted. Determinants and characteristics of hybrid entrepreneurs were analyzed on the basis of their socio-demographic, personality, self-determination and core-self evaluations variables. Entrepreneurial learning and its relationship to full-time entrepreneurship is explained on the basis of individual, collective, exploratory, exploitative, intuitive and sensing learning types.*

### INTRODUCTION

Changes in working environment, economic conditions, employee-employer/ employee-employee interactions, and global events like COVID-19 have led to think and behave in a flexible way for both employees and employers. One of the flexibilities can be seen in working arrangements and dual-careers (Thoren, Nordström, & Wincent, 2014). Holding primary job while engaging in self-employment activities are dominant and is increasing in many countries globally (Bosma et al., 2008).

In literature, hybrid entrepreneurship is named as dual occupation, dual career status, parallel business employment careers (Ferreira et al., 2019, Thorgren et al., 2014). Researchers have applied two dimensions (i.e., salaried employment and self-employment) into one as a combination of primary wage employment with entrepreneurship activities and called it hybrid entrepreneurship. Research about potential drivers of entering hybrid entrepreneurship are still scarce (Gänsler-Stickler et al., 2022). Findings clustered around hybrid entrepreneurs' personal characteristics such as openness to experience, extraversion, conscientiousness and emotional stability, demographic variables such as education, age, industry experience (Evans & Leighton, 1989), gender, employer tenure (Folta, Delmar, & Wennberg, 2010) and

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motive for supplement wage (Block & Landgraf, 2016). Other researches confirmed that hybrid entry tendencies are also related to entrepreneurs' levels of self-esteem, self-efficacy, locus of control perception (Wardoyo, Rusdiani, & Purwantini, 2024; Evan & Leighton, 1989). These variables are crucial to expand hybrid entrepreneurs learning competencies. Because learning is one of the entrepreneurial process and it is named as "the variety of experiential and cognitive processes used to acquire, retain and use entrepreneurial knowledge" (Young & Sexton, 2003, p. 156). Entrepreneurial knowledge or know-how involves experiences, discovery and development by realizing niche areas mostly related to their primary waged jobs. Through hybrid entrepreneurship, an entrepreneur gathers and develops required knowledge about the industry, market, and even customers (Petrova, 2010). Hybrid entrepreneurship have positive contribution on entrepreneurial learning (Ferreira, 2020).

Accomplishing tasks from primary waged jobs and hybrid entrepreneurial activities can lead to increase in building competence and self-determination (Santos et al., 2019). This competence might be due to entrepreneurs' elevated empowerment states such as meaningfulness, competence, self-determination and impact. Dual-working activities augment empowerment of individuals because individuals choose their working areas willingly by conserving their standards and values (Spreitzer, 1995). Having freedom to choose (autonomy) their working areas trigger person-job fit perception and self-determination and meaningful activity perception. Further, positive affectivity about themselves and their jobs create positive influence on the outcomes. The demands from wage work roles and from entrepreneurship activities often create role conflict but it also creates a link between increase in knowledge and skills of individuals and satisfied and meaningful life (Kulik et al., 2015). Though, entrepreneurs have dual roles come from both entrepreneurial and employee roles, they can mix their time among organizational and self-employment (Parker, 1997) efficiently. The aim of this article is to understand the emerging concept of hybrid entrepreneurship by looking at entrepreneurship approaches, by analyzing determinants and characteristics of hybrid entrepreneurs, by highlighting entrepreneurial learning types and entrepreneurial human capital. There crucial concepts related to hybrid entrepreneurship are considered as opportunity-based (pull motivation) entrepreneurial activities, dual-transfer of experience, role-conflict and role-enrichment.

## LITERATURE REVIEW

### Entrepreneurship Approaches

Entrepreneurship highlights seeking and seeing new opportunities and niche areas that other people can or may not realize with necessary skills such as being opening to experience, innovative and courageous. The definitions of entrepreneurship have been done by embracing its operational definitions (Hebert & Link, 1989; Van Dijk, & Thurik, 1997). In other words, the visible parts of entrepreneurs are that they are founder, creative, have communication and leadership skills where they use their resources (labor, capital) in uncertain and ambiguous environment with a proper business plan. In literature, it can be concluded that entrepreneur is the one who has tolerance for uncertainty, the supplier of financial capital, is innovator, decision-maker, industrial leader, organizer, allocator of resources, starts a new business, negotiator, owner of an enterprise (Hebert & Link, 1989; Van Dijk, & Thurik, 1997). These operational definitions lead us to ask "What is s/he doing in-entrepreneurship activities?" "What is the purpose of her/his in-entrepreneurship activities?" and "How does s/he accomplish her/his in-entrepreneurship

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