

## Examine the Drivers to Engage in Hybrid Entrepreneurship in Sri Lanka

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### ABSTRACT

**Purpose:** “Hybrid entrepreneurship” indicates that people keep their employment while starting a business. This phenomenon seems to be on the arising stage on this decade, and linked to the current economic environment, which is including globalization, changes in career paths, nonstandard working arrangements, limited access to finance, and lack of employment security. The aim of this study is to examine the factors that affect to engage in hybrid entrepreneurship in Sri Lanka.

**Method:** Quantitative approach was utilized. Acknowledging the literature, the study used age, income, education, passion (motivation and skills acquired) and resource acceptance (family support, employment support and the possibility to obtain a loan) as influencing factors to engage in hybrid entrepreneurship. The scope of this study

lies with the individuals who are engaging in side-businesses while having their employment. Survey method was used to collect the data and a structured questionnaire was utilised as a data collection tool.

**Findings:** Data were collected from 119 respondents. The binary logistic regression results revealed that sufficient skills acquired and receiving family support have statistically significant influences on engaging in hybrid entrepreneurship. Sufficient skills recorded the highest beta (1.997) value. Cross-tab analysis results revealed that wind up the decision of the business is relatively high in male employees and individuals who obtained bachelor degrees. Concerning the availability of resources, skilled-full persons and person received family support are more intended to leave from hybrid entrepreneurship.

**Research Implications:** The main theoretical contribution of the present study is the emerge of a new term called “hybrid entrepreneurs” in the local education systems and make the public aware. The findings will be useful to local organizations to assess and evaluate the extent to which their employees engage in side-businesses while employing their organizations. These findings could be also used to increase the employee’s innovativeness who are working in current organizations by improving facilities to make innovations, and the government will be using these findings to identify the factors which affect the increase the engagement in entrepreneurship for improving the local entrepreneurship and policy-making processes which are eventually led to the economic growth of the country.

## **Keywords**

*Hybrid entrepreneurs; Binary logistic regression; Quantitative approach*

### **1. Introduction**

“Hybrid entrepreneurship,” which indicates that people keep their employment while starting a business (Campbell and De Nardi, 2009; Delmar et al., 2008; Folta et al., 2010).

In 2003, the report of Global Entrepreneurship Monitor (GEM) indicated that more than 75 per cent of the new entrepreneurs start their business while having a job (Reynolds et al., 2004). It has been suggested that

people do side businesses for reasons such as securing income while testing their business idea (Burke et al., 2008; Folta et al., 2010). It has been further suggested that hybrid entrepreneurship enables people to spend time on something they are passionate about (Folta et al., 2010; Herslund and Tanvig, 2012;). It's a generally known fact that people tend to earn more in order to face inflation. The term called "Hybrid Entrepreneurship" might come to the stage at this point, which indicates that people keep their wage receiving job while starting a business. For example, in the UK, the number of hybrid entrepreneurs consisted of a larger group than the "pure" entrepreneurs who do not engage in side-businesses while doing a paid job. (Burke et al., 2008).

When it comes to the evolution of this term, many successful entrepreneurs in earlier times have been hybrid entrepreneurs at some point in their career life. For example, Steve Wozniak worked at Hewlett-Packard long after co-founding Apple (Raffiee and Feng, 2014) and Pierre Omidyar founder of eBay found that while

employed by a software development company (Raffiee and Feng, 2014). When analyzing these recent articles, the phenomenon hybrid entrepreneurship seems to be on the arising stage on this decade, and linked to the current economic environment, which is including globalization, changes in career paths, nonstandard working arrangements, limited access to finance, and lack of employment security (Luc et al., 2018). The prior studies have concentrated on "passion" as the main reason behind the engage in hybrid entrepreneurship (Folta et al., 2010; Herslund and Tanvig, 2012;) as well as concentrated on choices of becoming hybrid entrepreneurs (Thorgren et al., 2016). Moreover, Kolvereid (2016) insisted that some hybrid entrepreneurs do not have the intention to become full-time entrepreneurs, due to high salaries and high autonomy level of the current employment.

Since innovative employs are the main factor which leads the organizations to success, it is vital to be aware and take actions to improve innovativeness of the employs and make them produce

new products or come up with the new product ideas for the existing organization. When analyzing literature, the phenomenon hybrid entrepreneurship seems to be on the arising stage on this decade, and linked to the current economic environment, which is including globalization, changes in career paths, nonstandard working arrangements, limited access to finance, and lack of employment security (Luc et al., 2018). The prior studies on hybrid entrepreneurship are dominated into developed context; the USA, Sweden, UK, Germany, Norway (Kritskaya et al., 2017). There was no enough evidence found in related to developing context. Since that leads the present study to fill an empirical gap in the research context, Sri Lanka. It provides a unique opportunity for study engagement in hybrid entrepreneurship in the urban areas in Sri Lanka and it also concerns about how hybrid entrepreneurs behaving in a developing country. Thus, the main objective of the study was to examine the factors that affect to engage in hybrid entrepreneurship in Sri Lanka.

## 2. Literature Review

Folta et al. (2010) defined hybrid entrepreneurs as individuals who mix their time in both self-employment and wage work. Part-time entrepreneurs are also identified as hybrid entrepreneurs (Petrova, 2012); by referring the combination of paid employment in organization and self-employment in their own business (Schulz et al., 2016). The studies of Fowler (2000) and Nicholls (2008) defined hybrid entrepreneurs differently, as individuals who start businesses by joining non-profit and for-profit activities. Concerning the prior definitions, the study specifically interested in individuals who combine entrepreneurial activities with their wage work, which is related to the definition proposed by Folta et al. (2010).

### Engagement in Hybrid Entrepreneurship

Using Quebec Entrepreneurial Index, Luc et al. (2018) examined various factors that either help or hinder the advancement of wage-earners go up the entrepreneurial ladder. The study

mostly considered socio-demographic factors such as gender and number of children, education, age, immigration, region, resource accessibility, interests, skills, recognition and pleasure at work. Findings of the study revealed that female employees who are having children under the age of eighteen are less likely to climb the entrepreneurial ladder, immigrants are more in to enter the hybrid entrepreneurship than natives and natives are less likely to move up on the ladder of new venture creation and become a hybrid entrepreneur. People under the age of 44 more tend to have entrepreneurial intentions while working as an employee and hybridization is also influenced by characteristics of specific regions.

All the entrepreneurs are not aiming to become full-time entrepreneurs; some enjoy a dual status of having a high paid job while having some extra income from entrepreneurial activities that can enhance their lifestyle (Solesvik, 2017). The study of Solesvik further insisted that without having secure wages from the jobs, it would be impossible for the new ventures to survive.

In order to compare businesses that started by hybrid entrepreneurs and full-time entrepreneurs, Kritskaya et al. (2017) conducted a study in Norway. The study examines differences in individual and business characteristics at start-up, performance and business survival. Sample of the study is businesses founded in Norway in 2002 and follow their milestones from 2003 to 2015. The key findings of the study indicated that compared to full-time entrepreneurs, hybrid entrepreneurs were younger, highly educated, less human capital in terms of experience in new venture start-ups. Male and female entrepreneurs have the same tendency towards the hybrid entry. hybrids were less likely to be team efforts, and less likely to be companies.

Schulz et al. (2017) tested the theorizing on the role of self-employment on multiple job holders' earnings with yearly data from the British Household Panel Survey (BHPS) from 1991 to 2008, for employees aged between 18 and 65. The authors demonstrated that multiple job holding with second jobs

that give higher average earnings than the main job is not unpredictable, but can be explained to some extent by hybrid entrepreneurship. Earnings structures of full-time entrepreneurs are well examined in entrepreneurship research, relatively little is observed about hybrid entrepreneurs' earnings (Schulz et al., 2017). Schulz provides a first exploratory analysis in this area, by suggesting that many hybrids earn on average more from start-ups than from their main wage employment (Schulz et al., 2017). This is the opposite of the general notion that entrepreneurs earn less than in paid employment (Åstebro and Chen, 2014; Hamilton, 2000). Further, they revealed that earning structures of males and females in multiple job holding might differ in the short run, but seem to be similar in the long run, when entering multiple job holding. Rather than focusing on age-related factors, Nordström (2016) focused on entrepreneurial teams and entrepreneurial tenure may drive passion for hybrid entrepreneurs in Sweden. The findings indicated that entrepreneurs who have been engaging in businesses for a long time

are less likely to be driven by passion than those who started their business more recently. In addition, the study emphasized that entrepreneurs who lead their business along with a team are also less likely to be driven by passion than those who lead the business alone. The study further considered the theoretical and empirical implications of the type of entry strategy for distinguishing hybrid entry and self-employment and to clarify whether hybrid status facilitates transition into self-employment. They labelled this process hybrid entrepreneurship and the individuals who engage in it as hybrid entrepreneurs.

Asante (2018) examined the four key reasons that would be influenced by the engagement in entrepreneurial work. The additional income that they get from engaging in side-business is the first reason why people engage in hybrid entrepreneurship. Others engaged in hybrid entrepreneurship for passion. Some others are using hybrid entrepreneurship as a stepping-stone to fulltime entrepreneurship in their life. And some persons engage in hybrid entrepreneurship for a mixture

of passion and financial reasons as well as the beauty of the activity.

Viljamaa and Varamäki (2014) explored the profiles of transitory hybrid entrepreneurs, hybrids who consider full-time entrepreneurship probable, and persistent hybrid entrepreneurs, hybrids who view their hybrid condition as permanent in Finland. The study used measures to differentiate between transitory hybrid entrepreneurs and persistent hybrid entrepreneurs. The findings indicated that persistent hybrid entrepreneurs and transitory hybrid entrepreneurs are quite similar in the background however, transitory hybrid entrepreneurs are dominated by young women. The clearest differences between those two kinds are in their views on the support of the immediate circle for full-time entrepreneurship, their own capabilities and market potential. According to this study, transitory hybrid entrepreneurs have a clearly more positive stance than persistent hybrid entrepreneurs.

The entrepreneurial choice among hybrid entrepreneurs can be conceived to occur in two steps. In the first step, the entrepreneur chooses whether to

engage in a business startup. In the second step, the individual might decide to leave employment and become a full-time entrepreneur (Thorgren et al., 2016). The results of Thorgren et al. (2016) indicated that younger and older hybrid entrepreneurs tend to be the individuals who find it most attractive to leave wage employment for full-time entrepreneurship. And also found that entrepreneurial activity has been found to increase almost linearly with age for individuals who prefer to employ only themselves (self-employers) in other words younger and older people are individuals who are least likely to engage in entrepreneurial activities

In order to extend the understanding of what extent is hybrid entrepreneurship using as an entry strategy into full-time entrepreneurship, Matalamäki (2014) explored the profiles of academic hybrid entrepreneurs, their motivations and their future ambitions in terms of business growth and full-time entrepreneurship. The target group of the study consisted of academic members of two professional and labour market

organisations in Finland. Results showed that men had on average a longer hybrid entrepreneur history (ten years) than women (eight years) and hybrid entrepreneurs are motivated by fulfilment-seeking and more active and more industrious in their part-time entrepreneurship activities than those seeing themselves as future fulltime entrepreneurs. Moreover, hybrid entrepreneurs using part-time entrepreneurship as a stepping stone towards fulltime entrepreneurship.

The Study of Xi et al. (2017) connected the literature on hybrid entrepreneurship to the literature on entrepreneurship entry modes. Since previous studies focus on whether an individual enters entrepreneurship via a hybrid status or a full-time commitment status (Folta *et al.*, 2010; Raffiee and Feng, 2014; Schulz *et al.*, 2016), the authors investigated hybrid entrepreneur's entry model of entrepreneurship. They identified hybrid entrepreneur's work experience, educational attainment, socio-demographic status, motivation, support for the hybrid entrepreneur, firm's financial structure and public

aid and industry categories were determined the engagement of hybrid entrepreneurship. Accordingly, hybrid entrepreneurs who were formerly senior managers or liberal professionals tend to choose new venture start-up as their mode. The authors argued that financial benefits are not the main motive for entrepreneurs who were formerly in management positions in their work employment. In addition, the study identified that workers are more likely to take over an existing firm rather than start a new one. The reason behind is; entrepreneurs who lack business networks and experience, purchasing an existing firm is the easiest way to become an entrepreneur. And they argued that female entrepreneurs may encounter several barriers when entering into entrepreneurship, such as financial constraints and a lack of network support, which then decrease their motivation to starting a new business from the beginning and push them towards business takeovers. Finally, the results indicate that entrepreneurs in urban areas are more likely to start



a new venture rather than take over an existing firm.

The literature specifically emphasized that gender, immigrant status, age, education level, income level, resource acceptance, motivation and passion affecting to the engage in hybrid entrepreneurship in developed context. Acknowledging the literature, the present study focused on how gender, age, income, education, employment status, employment position; business start-up mode, passion and resource acceptance perception affect to the engagement in hybrid entrepreneurship in Sri Lanka.

### **3. Methodology**

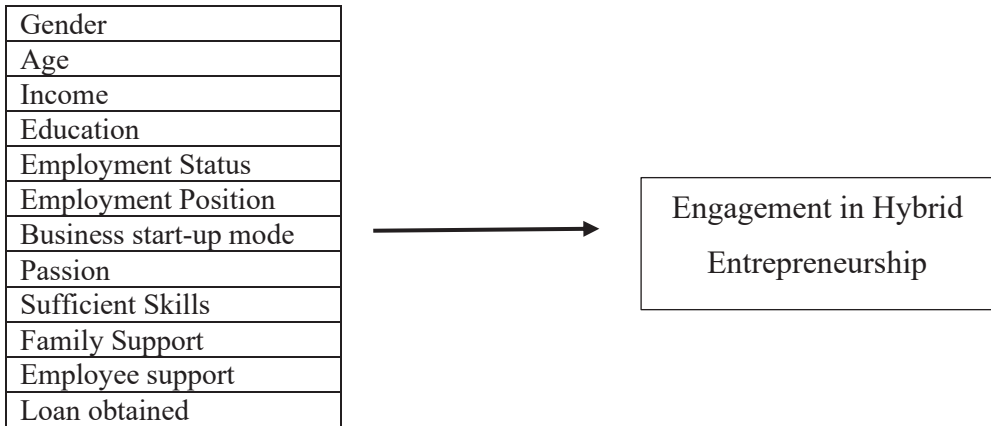
The primary goal of this study is to find the reasons behind people to engage in side-businesses in aspects of age, income, education, passion and

resource acceptance in Sri Lanka. The present study utilizes explanatory research design under the quantitative approach. The quantitative approach is a very natural way of getting data and helps to provide wide coverage of a range of situations at a rapid pace.

#### *3.1. Conceptual Framework*

Acknowledging the literature, the study constructed the conceptual framework, depicted in Figure 1. Gender, age, income, education, employment status, employment position, business start-up mode, passion and resource acceptance perception (sufficient skills, family support, employee support and loan obtained) were considered as the independent variables whereas the engagement in hybrid entrepreneurship considered as the dependent variable.

Figure 1: Conceptual Framework



Source: Constructed by Authors

### 3.2. Operationalization

To measure the variables used in this study a range of options were given to the respondents. The choices were given according to each factor of

independent variables to get the most frequent values of considered variables. Operationalization of the variables in the study is depicted in Table 1.

**Table 1: Operationalization of the variables**

Variable	Measurement Items	Source
Gender	Male, Female	
Age	Less than 25 years; 25 – 35; 36 – 50 and More than 51 years	
Income	Per month income: Less than 50,000; 50,000 – 75,000; 75,000 – 100,000; 10,000 – 125,000 and More than 125,000	
Education	Ordinary level; Advanced level; Bachelor degree; Master degree, Ph.D	
Employment Status	Full-time; Part-time and Seasonal	

Employment Position	CEO; Senior Manager; Executive Officer; Operational level	
Business start-up mode	Start my own business; Join to family business; Took over the existing business and Start business with friends	Kritskaya et al., 2017
Resource access perception: Sufficient skills, Family support, Employee support Loan obtained	Gain required skills Received support from family Received support from employee Able to get loan from bank	Luc et al., 2018
Passion	Main motive for hybrid entrepreneurship Develop own business idea; Test own business idea; Work with something I am passionate; enjoy the business and Earn extra money	Nordström et al., 2016
Engagement in hybrid entrepreneurship	Intent to expand the business Wind up the business	Nordström et al., 2016

Source: Constructed by Authors

### 3.3. Population and Sample

The scope of this study lied with the individuals who are engaging in side-business while having their employment. A set of hybrid entrepreneurs selected as the sample by using the snowball sampling technique.

### 3.4. Data Collection

The data which is required to conduct this study was primary data. Required primary data were collected by using a closed format structured questionnaire. The first and second parts of the questionnaire focused on getting the background information of the respondent and employment of

his/her respectively. The third part was focused on collect information on independent and dependent variables of the study. The questionnaire contained a total of 38 questions. E-mail and social media (WhatsApp, Messenger) were used to collect information from the sample.

#### 4. Data Analysis

As the first step of data analysis, the study checked the data set for errors in order to avoid mistakes which might occur when entering data. The mean and ranges and the dispersion standard deviation were checked to get a conclusion about the data. Once the data collected and fulfilled the relevant criterion, the hypotheses were tested. Since dependent variable, engagement in hybrid entrepreneurship was measured using nominal scale data, binary logistic regression analysis is used to analyze

the relationship between a dependent variable and several independent variables (Tranmer and Elliot, 2008). The data obtained from the individual level survey were analyzed using SPSS (version 23) statistical package.

#### 4.1. Findings

Data were collected from 119 individuals who are engaging in side-business while having their employment. The first part of the questionnaire gathered information about individual background information. The characteristics of the respondents are described in terms of individuals' gender, age, income, education qualification, employment status, employment position, business start-up mode, related industry and experience. The sample profile of the study is illustrated in Table 2.

**Table 2: Sample Profile**

Characteristics		Frequency	Percentage %
<b>Gender:</b>	Male	84	70.6
	Female	35	29.4
<b>Age:</b>	Below 25	40	33.6

	25-35	41	34.5
	36-50	19	16.0
	Above 51	19	16.0
<b>Income:</b>	Below 50,000	55	46.2
	50,000-75,000	25	21.0
	75,000-100,000	12	10.1
	100,000-125,000	12	10.1
	Above 125,000	15	12.6
<b>Education:</b>	O/L	5	4.2
	A/L	43	36.1
	Bachelor Degree	55	46.2
	Master Degree	13	10.9
	Ph.D	3	2.5
<b>Employment Status</b>	Full-time	75	63.0
	Part-time	16	13.4
	Seasonal	17	23.6
<b>Employment Position</b>	CEO	06	5.0
	Senior Manager	23	19.3
	Executive Officer	25	21.0
	Operational level	65	54.6
<b>Business Start-up mode</b>	Start my own business	79	66.4
	Join to family business	11	9.2
	Took over the existing business	09	7.6
	Start business with friends	20	16.8
<b>Related Industry of Business</b>	IT	21	17.6
	Agriculture	06	5.0

	Manufacturing	08	6.7
	Education	10	8.4
	Construction	04	3.4
	Marketing	18	15.1
	Entertainment	08	6.7
	Person care	07	5.9
	Consultation	32	26.8
<b>Experience in Business</b>	Less than 3 years	91	76.5
	3 – 10 years	22	18.5
	More than 11 years	6	5.0

Source: Constructed by Authors

Next, the study analysed the perception and level of engagement in frequencies of the responses regarding hybrid entrepreneurship (Table 3). passion, resource acceptance

**Table 3: Frequency Analysis of Passion, Resource acceptance perception and Level of engagement in hybrid entrepreneurship**

Characteristics		Frequency	Percentage %
<b>Passion</b>			
Develop own business idea		29	24.4
Test own business idea		14	11.8
Work with something I am passionate		23	19.3
Enjoy the business		23	10.9
Earn extra money		40	33.6
<b>Resource acceptance perception</b>			
Gain required skills	Yes	105	88.2
	No	14	11.8
	Yes	75	63.0

Received support from family	No	44	37.0
Received support from employee	Yes	45	37.8
	No	74	62.2
Able to get loan from bank	Yes	58	48.7
	No	61	51.3
<b>Level of engagement in hybrid entrepreneurship</b>	Intent to expand the business	90	75.6
	Wind up the business	29	24.4

Source: SPSS Outcome

As shown in Table 3, earn extra money was the main motive for engaging hybrid entrepreneurship. Following that, people intend to develop their own business ideas while engaging hybrid entrepreneurship. Considering the resource acceptance, majority of the respondents satisfied with the skills they acquired to carry out their businesses. Out of 119, 75 respondents received support from their families. However, the majority of hybrid entrepreneurs did not satisfy with the support received from their employees (74) and financial institutions (61). Finally, 90 hybrid entrepreneurs were expected to

expand their businesses, among them 28 individuals were wished to become a full-time entrepreneur. Only 29 individuals were nor happily engaged with hybrid entrepreneurship, they keen to close the business as soon as possible.

#### 4.2. Binary Logistic Regression

The binary logistic regression analysis was used to determine how gender, age, income, education, employment status, employment position; business start-up mode, passion and resource acceptance perception affect to the engagement in hybrid entrepreneurship in Sri Lanka. The results of the regression analysis are presented in Tables 4a to 4d.

**Table 4a: Omnibus Tests of Model Coefficients**

		Chi-square	df	Sig.
Step 1	Step	34.603	12	.001
	Block	34.603	12	.001
	Model	34.603	12	.001

**Table 4b: Model Summary**

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	43.205 <sup>a</sup>	.252	.526

a. Estimation terminated at iteration number 8 because parameter estimates changed by less than .001.

**Table 4c: Hosmer and Lemeshow Test**

Step	Chi-square	df	Sig.
1	7.834	8	.450

**Table 4d: Variables in the Equation**

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Gender	-.374	.972	.148	1	.701	.688
	Age	-.405	.409	.981	1	.322	.667
	Income	.126	.371	.115	1	.735	1.134
	Education	.751	.498	2.273	1	.132	2.119
	Employment Status	-.533	.246	4.694	1	.080	.587
	Employment Position	1.031	.575	3.213	1	.073	2.803
	Business Start-up mode	.192	.455	.179	1	.672	1.212
	Passion	-.779	.389	3.003	1	.055	.459
	<b>Sufficient Skills</b>	<b>1.997</b>	<b>.710</b>	<b>7.906</b>	<b>1</b>	<b>.005</b>	<b>7.368</b>
	<b>Family Support</b>	<b>1.274</b>	<b>.630</b>	<b>4.089</b>	<b>1</b>	<b>.043</b>	<b>3.574</b>



Employee Support	-	1.407	1.286	1	.257	.203
Loan obtain	1.595					
Constant	-.474	.991	.229	1	.632	.622
	9.758	3.693	6.981	1	.008	17293.840

a. Variable(s) entered on step 1: gender, age, income, education, employment status, employment position; business start-up mode, passion and resource acceptance perception (Sufficient Skills, Family Support, Employee support, Loan obtained)

Source: SPSS Outcome

The R<sup>2</sup> value (Nagelkerke) was 0.526 which implies that 52.6% of the variation of engagement in hybrid entrepreneurship can be explained by gender, age, income, education, employment status, employment position; business start-up mode, passion and resource acceptance perception. Omnibus Tests of Model Coefficients values was less than 0.001, hence the model was statistically significant. Further, the Hosmer and Lemeshow Test value was higher than 0.05, indicating that the model was statistically significant (Tranmer and Elliot, 2008).

The p-values shown in Variable in the Equation (Table 4d), sufficient skills and family support were less than 0.05. Hence, these factors are significant determinants of the

engagement in hybrid entrepreneurship. Other factors didn't show a significant relationship as its p-value is greater than 0.05. Among the factors, sufficient skills recorded the highest beta value (Exp(B) = 7.368).

#### 4.3. Cross Analysis

The study performed cross-tab analysis to identify the hybrid entrepreneurs' engagement preference with respect of their gender, age, income, education, employment status, employment position; business start-up mode, passion and resource acceptance perception. Table 5 illustrates the results of the cross-tab analysis.

**Table 5: Cross-tab Analysis**

Characteristics		Frequencies (%)	
		<b>Wind up Business</b>	<b>Expand Business</b>
<b>Gender:</b>	Male	17 (58.6)	67 (74.4)
	Female	12 (41.4)	23 (25.6)
<b>Age:</b>	Below 25	8 (27.6)	32 (35.6)
	25-35	8 (27.6)	33 (36.7)
	36-50	6 (20.7)	13 (14.4)
	Above 51	7 (24.1)	12 (13.3)
<b>Income:</b>	Below 50,000	14 (48.3)	41 (45.6)
	50,000-75,000	8 (27.6)	17 (18.9)
	75,000-100,000	2 (6.9)	10 (11.1)
	100,000-125,000	-	12 (13.3)
	Above 125,000	5 (17.2)	10 (11.1)
<b>Education:</b>	O/L	2 (6.9)	3 (3.3)
	A/L	7 (24.1)	36 (40.0)
	Bachelor Degree	16 (55.2)	39 (43.3)
	Master Degree	3 (10.3)	10 (11.1)
	Ph.D	1 (3.4)	2 (2.2)
<b>Employment Status</b>	Full-time	19 (65.5)	56 (62.2)
	Part-time	3 (10.3)	13 (14.4)
	Seasonal	7 (24.2)	21 (23.4)
<b>Employment Position</b>	CEO	2 (6.9)	4 (4.4)
	Senior Manager	6 (20.7)	17 (18.9)
	Executive Officer	8 (27.6)	17 (18.9)
	Operational level	13 (44.8)	52 (57.8)
<b>Business Start-up mode</b>	Start my own business	20 (69.0)	59 (65.6)
	Join to family business	4 (13.8)	7 (7.8)

	Took over the existing business	1 (3.4)	8 (8.9)
	Start business with friends	4 (13.8)	16 (17.8)
<b>Passion</b>	Develop own business idea	4 (13.8)	25 (27.8)
	Test own business idea	2 (6.9)	12 (13.3)
	Work with something I am passionate	8 (27.6)	15 (16.7)
	Enjoy the business	6 (20.7)	7 (7.8)
	Earn extra money	9 (31.0)	31 (34.4)
<b>Resource acceptance perception</b>			
Gain required skills	Yes	24 (82.8)	81 (90.0)
	No	5 (17.2)	9 (10.0)
Received support from family	Yes	17 (58.6)	58 (64.4)
	No	12 (41.4)	32 (35.6)
Received support from employee	Yes	10 (34.5)	35 (38.9)
	No	19 (65.5)	55 (61.1)
Able to get loan from bank	Yes	14 (48.3)	44 (48.9)
	No	15 (51.7)	46 (51.1)

Source: SPSS Outcome

Compared to female hybrid entrepreneurs, male hybrid entrepreneurs' possibility to wind up the business is relatively high. Further,

it is highly disappointing to observe that young hybrid entrepreneurs' (age below 35 years, 55.2%) business wind up intention is significantly high.

Wind up the decision of individuals who obtained bachelor degrees is comparatively high. It seems that full-time employees are struggling to continue their business; might be due to the constrain in time. Moreover, it is worth to notice that 69 per cent of business wind uppers represented the individuals who stated that they engaged in hybrid entrepreneurship to start their own business. Concerning the availability of resources, skilled-full persons (82.8%) and the person received family support (58.6%) are more intended to leave from hybrid entrepreneurship.

## 5. Discussion and Conclusion

The study on engagement of hybrid entrepreneurship has primarily focused on analyzing the factors behind people to engage in side-businesses while doing a paid job. By relying on the previous studies, the present study has found out that having sufficient skills to start a business and having family support are the major influencing factors to engage in hybrid entrepreneurship. Anyhow, still, the values show a trend

and can get insights from cross tab analysis. It should be noted that these findings are collected from hybrids in Colombo district and these findings may not be applicable to the entire country.

Luc et al. (2018) focused on the backgrounds of hybrid entrepreneurs and examined socio-demographic factors (gender, age, language, marital status, and the number of children) that either help or hinder the advancement of wage-earners go up the entrepreneurial ladder. The study identified that female employees who are having children under the age of eighteen are less likely to climb the entrepreneurial ladder. However, the present study controversially revealed that compared to female hybrid entrepreneurs, male hybrid entrepreneurs' possibility to wind up the business is relatively high. This might be happening due to the important economic role played by female employees in their families.

Solesvik (2017) revealed that all the entrepreneurs do not want to become full-time entrepreneurs and some

enjoy a dual status. According to the collected data, it proves that the majority of the present respondents do not want to become full-time entrepreneurs and instead of that they more focused on expanding their businesses. And the second majority wants to become full-time entrepreneurs. Furthermore, Solesvik mentioned that some of the like to maintain dual status. In the present context, it little bit vary from the previous studies since present data indicates that only a few of them engage inside businesses for the sake of enjoying dual status.

Luc et al. (2018) mentioned that under the age of 44, more individuals tend to engage in businesses while doing business. When it comes to the present study it suggests that more than 50 per cent of individuals are under 35 years. And also, it is getting decreased overage. Since that, it helps to come into the conclusion that younger generations engage in side-businesses in both studies. Moreover, Kritskaya et al. (2017) stated that except for being young as a hybrid, they are highly educated. According to the

present study, collected data shows that most of the hybrids are have a bachelor's degree. And the second majority at least have passed advanced level. Some of them have completed masters too. Up to a certain point, the previous findings and present findings are similar, but after some point of level of education, it starting to decreasing the level of engagement in side-businesses. Only a few of them engage in side-businesses who have masters and PhDs.

Further Kritskaya et al. (2017) cited that hybrids have less human capital. In this point, the present study indicates a different story. More than 75% of individuals have sufficient skills to engage in their business. The present study indicates that male engagement in side-businesses are higher than female engagement in the present context, which is contrary with findings by Kritskaya, indicating that male and female hybrids have same tendency to do a side business while having a job.

Nordstorm et al. (2016) cited that in the long-term passion is less likely to be the main motive of engaging in

side-businesses, but as per the present research data, newly started individuals are more tend to start because of new business development, earning money and passion while long term individuals more likely to doing businesses due to passion and earn money. In the present context having skills to implement, the business activities are taking a vital part in the engagement as a hybrid. Even statistics also indicated that having sufficient skills have a major role when it comes to determining the engagement in side-businesses.

As a developing country, the main motive behind the engagement of hybrid entrepreneurship is to earn extra money while doing a job. Apparently, it indicates for some extent the income that they are having is not sufficient for the living purposes. Anyhow, according to Thorgan et al. (2014), the main motive behind the engage in hybrid entrepreneurship is the ability to do things that they are passionate about. It directly differs from the present studies finding.

Even in the previous scholars' studies, have some contradictions among the studies. Nordstrom et al. (2016) mentioned that who older with the startup are less likely to be driven by passion but Thorgan et al. (2014) mentioned in their study that passion is the main motive behind the individuals who older with their businesses. It suggests that different studies show different results according to a factor. And the present study also differs from that by indicating that the main motive is earning money. Asante (2018) cited that people engage in hybrid entrepreneurship because of the additional income that they get from it. Also mentioned that others are engaging in side-businesses because of passion and individuals use hybrid entrepreneurship as a ladder for the step into full-time entrepreneurship, which is same for the present study too.

In the present study, it also indicates that there is no positive relationship between age and becoming a full-time entrepreneur which is same as the previous studies done by other

scholars. Present data suggest that the intentions of becoming a full-time decline when age level rising.

The present study endeavour to cater clear understanding about hybrid entrepreneurship in Sri Lanka and examine the factors affect to engage in hybrid entrepreneurship in Sri Lanka. According to the findings, the most crucial factor is having sufficient skills to carry out a certain business. Other given factors like demographic factors, main motives and other helpful factors affecting more or less to the engagement of side businesses. It is easily noticeable that the findings of the present study suggest more help from the government to develop the entrepreneurial activities and build a skill-full human asset for the country. Plus, the organizations should help individuals who are struggling rise as entrepreneurs in money and other aspects. After thoroughly examining the results given by respondents will be uploaded to the internet for public knowledge.

### *5.1. Implications of the Study*

When it comes to the findings of the study and the prevailing situation of the country, suggestions are made to enhance the engagement of side businesses in Sri Lanka. By adhering to those suggestions, it will increase the engagement of side businesses eventually. According to the findings of the study having sufficient skills to start a business was the most crucial factor among other factors. There is a tendency that if individuals possess skills to start a particular business, they will start a business while doing a paid job in another organization.

It's the base of a business. To start and continue the business, having the relevant skills are more important than learning it while engaging in the side business. To keep customers satisfied, to increase the market share and give the products or services to full fill the demand, having sufficient skills are a lifesaver. This study did not focus on the skills level of the individuals in a country. Instead of that, this study indicates that having sufficient skills for a business will have more impact on engaging in business. If there is a problem of lack of skills, to overcome

the problem the government should understand that need of implementing sufficient skills development programs in rural level to help the individuals which will positively impact on the engagement of side businesses. In Sri Lanka, there are skills development programs like NVQ. Therefore, the government need to increase the capacity of these institutions and make aware the public about these programs.

In the other hand, people tend to stop their businesses due to tax payments. Government need to introduce new tax benefits to those who are engaging inside-businesses while doing a paid job. May be individuals reluctant to engage in businesses because they have to pay income taxes and tax on profits of their businesses too. Therefore, if the government reduce the taxes on hybrid entrepreneurs it may be an impact on increase the business engagement.

Another important factor that can identify is more than 50% of hybrids are under the age of 35. Therefore, institutions should focus on helping

these age levels individuals to develop their business ideas while having a paid job. Also, the government need to identify the factors affecting individuals of more than 35, which affect not to engage in a side business. In here the government can introduce low-interest-rate loans for funding for individuals more than the age of 35. It will be a relief for the individuals since they cannot easily access to bank loans. Otherwise, it will be a burden if they couldn't repay the money borrowed.

When the levels of education rise among the individuals it shows that for some certain point it increases the engagement. After that point engagement is decreasing. Government and other economic institutions should find out which factors of education may affect this. With a higher level of they tend not to engage in side-businesses. May it because they no longer suffer from financial problems. But as an economy government always need to encourage the individuals to engage in business activities, since more value-added products and foreign income



definitely effect on the growth of GDP.

According to the findings of the present study, low-income earners engagement is higher in side-businesses. It gives the directions for institutions to which individuals should be supported. As mentioned above in a context like this government need to introduce tax relief programs by identifying the low-income generators. As per the findings, there are some individuals who engage in side-businesses because of passion. They do what they like to do as a business. It may be paintings, music, handicrafts, etc. It indicates that there is a tendency that individuals engage in what they like to do. This feels like a mere suggestion. But it will be the most crucial since education systems should change according to this. It means the education system should more focus on widening the educational categories like paintings, music, crafts and mechanics likewise. Therefore, individuals will choose, learn and become experts in what they like to do when they leave the collages.

Some of the individuals engage in side-businesses due to the need to develop their own business. In this case, the government can introduce proper business plan services to newly started businesses and who wants to start a business. It will strengthen the future of businesses.

Financing a business is crucial for a startup. Without having proper funds, they will not be able to buy the required machinery to run the business. According to the findings, it is not easy to get sufficient funds from institutions. Therefore, the government can affect on banks to give loans under low rates of interest for developing those businesses. It will help to the hybrids to financing the business properly.

Furthermore, the government need to introduce this hybrid entrepreneurship concept into the schools. This is a new term for Sri Lanka but it already practising by the individuals. If a term arises as hybrid entrepreneurs, it will be easy to take actions in this area and collect data and do further investigations on the study area.

By increasing the entrepreneurial engagement, the ability to gain

economic development is massive. By looking into these findings, institutions can implement workshops to increase hybrid engagement. Anyhow adapting to these changes by government and other institutions will have an impact on increase the individuals' engagement of side businesses and it will directly affect the economic growth of the country. As a theoretical contribution, the findings of the study have extended the implication of hybrid entrepreneurship literature with regard to the influence of social demographic factors (gender, age, income, education, employment status, employment position, business start-up mode) and individual perception and resource acquisition. The present study is the emerge of a new term called "Hybrid Entrepreneurs" in the Sri Lankan context and make aware of the public. The society will learn about this term that it is conducted in developed countries and they will try to do the same in here in Sri Lanka and it will increase the well-being of the society as a whole due to they focus on more innovations.

## 5.2. *Further Research suggestions*

The present study was designed to identify the factors affecting individuals to engage in hybrid entrepreneurship while having a paid job in another organization based on the study methods of prior studies. There may be factors which are not considered as factors affecting the current research topic. Still, those unconsidered factors may have a high impact on the subject. Then it is highly recommending to go beyond the present study's factors, find out about other factors which affecting on Hybrid entrepreneurship. Colombo city is one of the main cities in Sri Lanka. Still, these findings cannot be applicable to the country as a whole. Therefore, further studies should cover more geographical area of the country. Surely those findings will differ from area to area. Some of these findings are too personal factors. Therefore, the results will be changed in other provinces. It is worth considering the whole country and conducts the study in a massive way.

### 5.3. Conclusion

At a rapid pace of changing, Sri Lanka should more focus on developing the engagement of hybrid entrepreneurs inside-businesses as a developing country. Sri Lanka government and other relevant institutions who can effect on entrepreneurship engagement must take crucial steps for the development of this particular area. When it comes to the Colombo city, findings indicate that more than 75% of individuals who are questioned are engaging in side-businesses while having paid employment. Due to the rapidly rising product prices and inflation rates, individuals tend to engage in side-businesses to earn more income for full fill their life dreams and live a good life. In developing countries, most of the individuals engage in side-businesses because they like to engage in areas which have their preferences. Therefore, it directly different from the developing context.

Hence, there is a need that government and other institutions should be aware of the factors affecting the side business engagement. It's the only way to enhance the facilities for

entrepreneurs and increase the entrepreneurial activities in the country.

By relying on these findings government and other institutions can make wise decisions to increase the positive effect on those found factors and make a favourable condition for the hybrid entrepreneurs. By helping those individuals who need to rise as entrepreneurs, it will make economic growth as well as, there will be rising organizations like Apple.Inc, Microsoft in the near future. Individuals need to start in a very small way to achieve bigger success. Therefore, the right path to start is from hybrid entrepreneurship. Sri Lanka can achieve higher rates of entrepreneurs by making the environment favourable for the hybrids, sine those hybrids become full-time entrepreneurs in the near future. It is expected that future studies will be done on the hybrid entrepreneurship by avoiding the limitations arises on the previous studies. Further studies in hybrid entrepreneurship will open new ways to identify the advanced behaviour patterns of the entrepreneurs and use

those findings in a proper way to achieve the economic success in the

individual and international level as a developing nation.

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