

# The Hybrid Entrepreneurs Are Still Working Ambiguously: Will They Have Innovative Behavior

*By Tyna Yunita*

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Tyna Yunita<sup>1</sup>

**Abstract** – Creativity and innovation are essential components of organizational success in today's economy, a new business advantage. Being innovative is the key so that an organization can continue to survive in a very competitive situation. The work required entrepreneurs to have innovative work behavior. On the other hand, some of them continue to run their business outside of their primary job. This study aims to understand the direct and indirect effects of entrepreneurial culture on innovative behavior in employees who have full-time and part-time jobs. This study identifies entrepreneurial engagement that links the two. The sample of this research was employees of financial institutions with 129 respondents. The research results show that the entrepreneurial culture of hybrid entrepreneurs correlated with entrepreneurial engagement and entrepreneurial engagement has an enormous influence on innovative behavior

**Keywords** – Entrepreneurial Engagement, Entrepreneurial Culture, Innovative Behavior

## 1. Introduction

In managing individual careers, it is necessary to design the intended career independently. However, there is still debate about how organizations can help employees do this [1]. On the other hand, several employees have businesses as second jobs. Job transitions can lead to real careers [2]. More specifically, innovation with the support of technology is advantageous in competing in a dynamic business environment. The role of employees has to contribute and implement new ideas because of the organizational level required for the organization [3], excellence, and long life struggles [3]–[8]. Thus, it is crucial to identify factors associated with higher innovative behavior levels among employees [8], [9]. However, there is still little research into the context and mechanisms of innovative behavior in the workplace [10]. R&D employees must have innovative behavior in high-tech organizations, so they are expected to contribute to their company's innovation [8].

Creativity and innovation are essential components of organizational success in today's

economy, a new business advantage. Creativity can produce seeds to develop innovative products, services, solutions, and processes [11], [12].

Innovations that affect the development of a country are a measure of company performance. Innovation gives companies the strength to compete by lowering production costs to increase profitability [13]. Being innovative is the key to an institution or organization to continue to survive in a very competitive time.

Organizations must create value relationships between knowledge and information, market information and applications, and innovative organizational culture. Organizations enhance customer needs, strengthen innovation behavior, understand competitor actions, internal adjustments, and cross-departmental collaboration to react flexibly to changing markets and achieve innovative values [14]. Additional innovation to increase sustainable products; conversely, radical innovation is needed to develop new products, acquire market share, and increase profits that create corporate innovation behaviors [15]. Continuous innovation organizations that focus on the service industry must keep pace with changing customer demand patterns for the company's sustainable growth [16]

Employees' service innovation behavior is the key to the success of service sector innovation. The encouragement of inclusive innovation from the stage holder can increase the service sector's continued expansion [17]. Innovation in maintaining business sustainability is essential [18]. Innovation is developing new ideas and applying them to improve performance [7]. Modern organizations must create competitive value and make innovation an urgent priority as followers can compete and increase organizational success. [18]–[20]. The research [21] identified unique contexts and mechanisms where some employees learn and develop and perfect a series of innovative learning skills through entrepreneurial activities applied in the workplace.

This research conducted to see the hybrid behavior of entrepreneurs in their daily work. Work is required to continue to have innovative work behavior; on the other hand, some of them also

continue to run their business outside of their primary job. In uncertain conditions, such as this requires them to remain consistent to remain an employee or enter the world of entrepreneurship as a whole

## 2. Literature Review

<sup>2</sup> Hybrid entrepreneurship refers to simultaneous participation in wage-employment and entrepreneurship where wage-employees are involved in entrepreneurial activities outside of the primary job role [10], [22]. In this case, part-time entrepreneurs are the founders and owners in a unique learning context that can facilitate the development and transfer of innovative abilities (Marshall et al., 2019).

### 2.1. Entrepreneurial Engagement and Innovative Work Behavior (IWB)

<sup>3</sup> Employees' Innovative Work Behavior (IWB) motivational antecedents contributed to organizational innovation in new processes, services, and products [8]. IWB generates new ideas, solves problems, provides solutions, fights for ideas, and implements ideas [23]. Innovative work behavior (IWB) improves processes, procedures, and processes through stages that implement new ideas in the work role, group, or organization achieved [24].

Engagement captures and explains people's physical, emotional, and cognitive involvement in their work roles [25]. Research engagement is the extent to which individuals appear to be different from how individuals are satisfied with their jobs or value their organizations [26]. People involved in any role cognitively and psychologically make efforts to achieve goals because involvement influenced by disposition factors [25], [26].

Engagement as a satisfying work experience is likely to lead to positive work results because it has been described [27]. Engagement is positively related to many organizational outcomes [28]. People with positive thoughts will usually be involved in activities they enjoy because they are connected [29]. The positive feelings brought by engagement are likely to produce actual work. Research has established a relationship between positive influences and entrepreneurial work outcomes [30]. Therefore, it is possible that being involved in something that makes someone happy will encourage him to do better or do more business. Also, there is empirical evidence about the relationship between engagement and positive work outcomes. For example, engagement links positively

with organizational commitment and negatively to quit [28]. This finding has implications for the results of entrepreneurial work. That is the high engagement needed to produce the results of entrepreneurial work.

<sup>1</sup> There are empirical studies to support the statement that high engagement leads to high performance [28]. For example, high employee engagement related not to quit [27]. It also deals with extra-role behavior, job performance, and organizational citizenship behavior [28], [29]. Therefore, the hypothesis of this study is as follows;

**H1:** There is a relationship between Entrepreneurial Engagement of Hybrid Entrepreneurs and Innovative Work Behavior

### 2.2. Entrepreneurial Culture and Innovative Behavior

Innovation in the entrepreneurial process is an intrinsic condition; innovation and entrepreneurship are two interrelated things[31] successful innovative products. Corporate entrepreneur [32] combines and modifies actions and productivity through initiatives, knowledge, training, and commitment following the organizational context, marked by forms of measurement and appreciation. Furthermore, [32] CE, related also to the selection of the right personnel, management philosophy, authorization, and the standards and traditions or values adopted by the organization

Innovation Behavior is an essential behavior in developing new products and organizational procedures to produce new competitive products and services [14]. Then the research hypothesis is:

H2: There is a relationship between the entrepreneurial culture of hybrid entrepreneurs and innovative work behavior

### 2.3. Entrepreneurial Engagement and Entrepreneurial Culture

<sup>4</sup> Entrepreneurial Culture [33, pp. 1–2] is "a culture of entrepreneurship can be understood as norms, values, and codes of conduct that promote social acceptance and approval of entrepreneurial activities resulting in high self-employment rates which persist over time." The studies of entrepreneurial culture still at the nascent stage, as more studies related to the topic are required [34]. The academic gives more attention to Entrepreneurial Culture as a subject of interest in the field, as it impacts employment, business continuity, and growth of the economy. The study results [35] showed a relationship between entrepreneurial culture and innovation output mediated by work engagement. Then the hypothesis can be built as follows:

H3: There is a relationship between the entrepreneurial culture of hybrid entrepreneurs and the entrepreneurial engagement of hybrid entrepreneurs

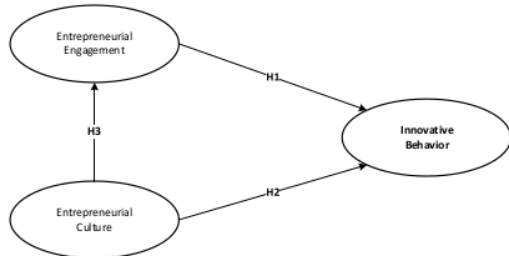


Figure 1. Model Research

### 3. Research Methodology

The research data collection method is to survey hybrid entrepreneurship respondents who work in Jakarta's financial sector. To ensure they are a hybrid entrepreneur. The initial question was, "Are you a worker or employee who has a part-time job other than the main job? If the answer is "Yes," please complete the questionnaire, and if the answer is "No," you do not need to fill out this questionnaire. This research was conducted by distributing questionnaires to 300 respondents and filling up 129 respondents. The response rate was 43%.

Research questions were adopted entrepreneurial culture, innovative behavior [21], and entrepreneurial culture [31] - the analysis technique used SEM (Structural Equation Modeling) with PLS (Partial Least Squares) software.

#### Validity and Reliability

The correlation between item scores and construct scores is a convergent validity of the measurement model. The correlation value indicator above 0.70 is considered reliable [36]. The loading indicator value below 0.50 removed in this study, namely at IB3, IB5, EC1, EE1, and EE2. While the reliability test was measured using composite reliability (CR) and Cronbach alpha. Indicators of CR and Cronbach alpha values above 0.70 are reliable. The validity and reliability test results are in the following table:

Table 2. Validity & Reliability

| Variable                   | CR    | AVE   | Findings  |
|----------------------------|-------|-------|-----------|
| Entrepreneurial Culture    | 0.894 | 0.845 | Supported |
| Entrepreneurial Engagement | 0.876 | 0.876 | Supported |
| Innovative Behavior        | 0.876 | 0.894 | Supported |

|    |       | Coef. | T-Statistic | Coef. | T-Statistic |           |
|----|-------|-------|-------------|-------|-------------|-----------|
| EC | 0.845 | 0.908 | 40.496      | 0.664 | 13.946      | Supported |
| EE | 0.876 | 0.876 | 44.374      | 0.639 | 15.761      | Supported |
| IB | 0.876 | 0.894 | 62.318      | 0.585 | 16.554      | Supported |

From the data above, it appears that the AVE value above 0.50 is declared valid. Cronbach alpha and CR are above 0.70 so that all constructs have excellent reliability.

### 4. Result And Discussion

Table 1 shows that the age of the respondents is in the age range of 20 to 29 years, as much as 67.44%. Although physical abilities, human capital and social skills increase with age [37]. As many as 74.42% are hybrid entrepreneurs with a working period of fewer than five years. The initial stage in entrepreneurial endeavors becomes an exciting stage and vision for the future [38]. Meanwhile, 59.69% of hybrid entrepreneurs think that the retail business is an easy starting step.

Table 1. Demographics of Respondents

| Demographic variable                             | Frequency | Percentage |
|--|-----------|------------|
| <b>Age (years):</b>                              |           |            |
| 20 - 29  | 87        | 67,44%     |
| 30 - 39  | 15        | 11,63%     |
| 40 - 49  | 22        | 17,05%     |
| >50  | 5         | 3,88%      |
| <b>Work Tenure as wage employee (years):</b>     |           |            |
| 0 - 5  | 96        | 74,42%     |
| 6 - 10   | 18        | 13,95%     |
| 10 - 15  | 4         | 3,1%       |
| 16 - 20  | 5         | 3,9%       |
| >20  | 6         | 6,63%      |
| <b>Hybrid Entrepreneurship Role in business:</b> |           |            |
| Retail   | 77        | 59,69%     |
| Education  | 11        | 8,53%      |
| Consultant                                       | 7         | 5,43%      |
| Health   | 6         | 4,65%      |
| Others   | 28        | 21,7%      |

#### Structural Model

The next test is to test the structural model or inner model by looking at the value of  $f^2$  with the following criteria: 0.02 - 0.15 shows a small effect, 0.15 - 0.35 shows a medium effect, > 0.35 shows an enormous influence.

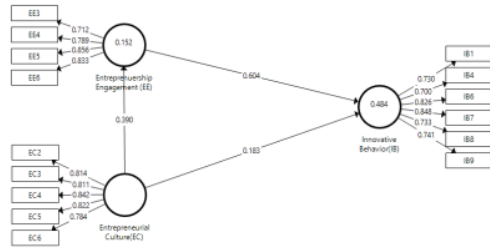


Figure 1. Structural Model

From the structural model analysis, the  $f^2$  value is obtained as follows:

Table 3. Relational Variable

| Relation | Loading | $f^2$ | T-Statistic | Finding   |
|----------|---------|-------|-------------|-----------|
| EC → EE  | 0.390   | 0.180 | 4.560       | Supported |
| EC → IB  | 0.183   | 0.074 | 1.986       | Supported |
| EE → IB  | 0.604   | 0.663 | 7.764       | Supported |

The table above shows the EC → IB relationship with a minor influence, during EC → EE, and EE → IB relationship with enormous influence. Then from the mediation of the EE variable, there is an indirect effect, as shown in the following table:

Table 4. Mediation Variable

| Relations    | Loading | T-Statistic | Finding   |
|--------------|---------|-------------|-----------|
| EC → EE → IB | 0.236   | 3.998       | Supported |

Table 4. shows that EE mediates EC and IB; there is a relationship of 0.236, so the H1, H2, and H3 research hypotheses are accepted.

## 5. Conclusion

The data processing results show that the entrepreneurial culture of hybrid entrepreneurs has a medium influence on entrepreneurial engagement and entrepreneurial engagement has an enormous influence on innovative behavior. In other words, hybrid entrepreneurs were supported by entrepreneurial culture in the company where they work; they still have innovative behavior. On the other hand, entrepreneurial culture has little influence on innovative behavior. Alternatively, in other words, innovative behavior in the company where they work is not freely influenced by the existing entrepreneurial culture.

This research cannot be generalized to other industries because this research unit is still narrow or limited to the financial industry in Jakarta. So that further research involve other industries with a broader population and sample

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