

Exploring the role of side hustles on full-time work performance

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A research project proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration

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Abstract

Despite being presented in a somewhat denigrating light by scholars and employers, side hustles continue to be a growing phenomenon globally. The ascent of side hustles has led to an upsurge in a phenomenon referred to as hybrid entrepreneurship. Hybrid entrepreneurship is defined as engaging in a side business while full-time employed. With rapid technological advancement and the growth in the gig economy, it has become so much easier for one to augment full-time work with a side hustle.

The emergence of the gig economy has led to the creation of atypical, non-traditional employment structures. Conventional formal employment models have seen a decrease, paving the path for a changing work environment with various labels. These include moonlighting, multiple job holding, part-time employment, and side hustles. While these terms appear to share a common essence, each carries distinct nuances. With the worldwide surge of the gig economy, the term "side hustle" has become the most prevalent, aligning closely with the growing economic trend.

This study used a qualitative, exploratory approach to understand the role of side hustles on full-time work performance. This study achieved this by investigating five main areas. The first component was the motives behind hybrid entrepreneurship entry. The second component was the skills acquired by hybrid entrepreneurs in their side hustles that have proven beneficial in formal employment. The third portion was about the strategies hybrids employ to ensure that full-time work performance remains satisfactory. The fourth portion was about hybrid entrepreneurship and health implications. The last portion covered employer attitudes.

A total of twenty semi-structured, in-depth interviews were conducted with those who run side businesses while working full time to obtain insights from them.

Keywords: side hustles, hybrid entrepreneurship, full-time work performance, employer attitudes, job satisfaction, well-being, motives, skills

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Date

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1 Chapter 1: Introduction to the Research Problem

1.1 Introduction

“I never had it in mind that I would start a company one day and it would really be successful. I have just been motivated by working on interesting technology.” Pierre Omidyar- Entrepreneur who founded eBay while in full-time employment (Solesvik, 2017: 33)

This research studies the phenomenon of hybrid entrepreneurship and the role it plays in full-time work performance. The study used an inductive qualitative approach to explore under-researched aspects of hybrid entrepreneurship in the context of full-time work performance. The study explores the motives behind hybrid entrepreneurship entry, the skills acquired by hybrid entrepreneurs in their side hustles which are beneficial in full-time employment and the strategies employed by hybrid entrepreneurs to maintain satisfactory levels of performance in formal employment while running side hustles. The study also explores the health implications of hybrid entrepreneurship and employer attitudes towards side hustles.

The study adopts the definition of hybrid entrepreneurship as someone who engages in side hustles while in full-time employment (Kurczewska et al., 2020; Sessions et al., 2021; Ferreira, 2020, Pollack, 2019, Demir et al., 2022; Bögenhold & Klinglmair, 2017).

1.2 Contextual Background to the Research

Despite being presented in a denigrating light by scholars and employers, side hustles continue to be a growing phenomenon globally (Sessions et al., 2021; Rodell, 2013). Hybrid entrepreneurship can be defined as “engaging in self-employment while simultaneously holding a primary job in wage work” (Demir et al., 2022: 30). With rapid technological advancement and the growth in the gig economy, it has become so much easier for one to augment their full-time work with a side hustle. There is currently an estimated 44 million American workforce that is involved in side hustles (Session et al., 2021).

In the past few years, the gig economy, rooted in the sharing economy and driven by advancements in Internet technology, has experienced gradual expansion. McKinsey, a prominent business consulting firm based in the United States, conducted a research report forecasting upcoming employment trends and their analysis suggested that "the gig economy" is poised to be a dominant trajectory in future careers (Meng et al., 2023). The report predicted that the collective annual revenues of the global gig economy could reach up to USD 1.5 trillion by the year 2030 (Meng et al., 2023).

The ascent of the gig economy has resulted in the decline of the conventional employment model and a surge in diverse non-standard employment arrangements. In this evolving landscape, various terms have surfaced, including multiple job holding, moonlighting, side hustle, and part-time employment, all conveying a similar essence (Marshall, 2019; Mungaray, & Ramirez-Urquidy, 2011). However, with the global expansion of the gig economy, "side hustle" has become the more prevalent term, closely aligned with this burgeoning economic trend (Meng et al., 2023). Consequently, this research predominantly employs the term "side hustle" for the work that is conducted as a side business while full-time employed. Experts estimate that in the United States, between 5% and 35% of the working population engages in multiple jobs, while approximately 10.5% of British workers hold secondary employment in Britain (Meng et al., 2023). In the UK, 37% of people aged between 25 and 34 are involved in side hustles, which makes up about £72bn to the UK economy (this comprises 3.6% of the GDP) (Lawrie, 2019).

The COVID-19 pandemic has intensified this trend as there is a heightened demand for side hustles during this period (Ravenelle et al., 2021). The aforementioned details underscore the thriving nature of the gig economy, indicating that non-standard employment arrangements within this sector will remain a prominent focus in human resource management for an extended duration (Ravenelle et al., 2021; Walsh & Stephens, 2022). China is experiencing a parallel surge in the gig economy (Meng et al., 2023). According to the 2019 China County Gig Economy Survey Report, 52.27% of individuals in the county market generated gig income, with both main business and gig income accounting for 24.72% of the total (Meng et al., 2023). The report further reveals that over 90% of county users express willingness to participate in a side hustle (Meng et al., 2023). Consequently, the trajectory of the emerging side hustle occupation is poised to be a significant focal point in future economic development,

with the study of side hustle behaviour gradually evolving into a crucial area for scholarly exploration. Different hybrid entrepreneurs have different motives for pursuing side hustles, therefore making it intriguing to keep ascertaining their motives via continued research (Meng et al., 2023).

Despite the rise in side hustles, some hybrid entrepreneurs do not wish to make it known to their employers that they are involved in side businesses (Davis, 2018). Employer attitudes towards side hustles lean more towards the negative side and they manifest this in their rules and behaviours. In some instances they prohibit side hustles altogether, and in other instances they subject employees to approval processes (Sessions et al., 2021). Employers' worries and concerns are linked to experiences of hybrids utilising their employers' resources which range from tangible materials to working time, intellectual property and supplier or customer data bases (Urbig et al., 2021). There are also scholars such as Clark (2018), Dunn (2020) and Rodell (2013) who have reported that side hustles are detrimental because they are a distraction that negatively impacts job performance.

In terms of the rare cases of positive employer attitudes, where entrepreneurial thinking and activities are encouraged, they are found in high-tech industries, where employers prefer their staff to bring an entrepreneurial mindset to the workplace, to foster a culture of innovation (Walsh & Stephens, 2022). There are a couple of terms that have been used to describe this promotion of entrepreneurial thinking in the workplace. It is often referred to as corporate entrepreneurship, strategic entrepreneurship or intrapreneurship (Kuratko et al., 2014). Some employers have leveraged corporate entrepreneurship as it has been proven to be beneficial in terms of addressing urgent business challenges in new ways and thus creating value for businesses and stakeholders (Walsh & Stephens, 2022; Urbig, et al., 2021; Kuratko et al., 2014; Pitsakis et al., 2015; Umphress et al., 2013). Corporate entrepreneurship, in instances where it is embraced, is perceived to enhance the competitiveness of the organisation (Walsh & Stephens, 2022; Kuratko et al., 2014). Employer attitudes continue to be an area of research that requires attention as the different types of hybrid entrepreneurs (that is, transient, reluctant and autonomous entrepreneurial employees) enter the labour market and employers need more information about how to manage them (Walsh & Stephens, 2022; Viljamaa et al., 2022).

In terms of skills, knowledge and experience, hybrid entrepreneurs acquire skills and experience in formal work before starting their businesses (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017). Hybrid entrepreneurs take time to acquire business-related skills, gather funds and develop professional networks before starting their businesses. It can, therefore, be implied that hybrid entrepreneurs generally have broad professional experience and solid education as a result of receiving professional training related to their paid formal jobs (Kurczewska et al., 2020). It may also be expected that hybrid entrepreneurs have more balanced and broader skills than pure entrepreneurs, which can be attributed to the constant switch between the different roles (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017).

Hybrid entrepreneurs have individual skills variety which alludes to when an individual possesses multiple knowledge or skills through training programs or other means (Meng et al., 2023). These are the skills they use to straddle the two domains. The latter does not, however, delve into detail around the topic of hybrid entrepreneurship and skills and how these are used to enhance full-time performance (Kurczewska et al., 2020). The limited research is unable to demonstrate how hybrid entrepreneurs use their skills and knowledge to make their career choices (Kurczewska et al., 2020). While hybrid entrepreneurship has begun to garner research attention, its exploration remains somewhat limited, particularly in the realm of the knowledge and skill sets of hybrid entrepreneurs. There is a notable gap in delving deeply into how these individuals continuously develop their expertise through the dual experiences of their careers (Kurczewska et al., 2020; Folta et al., 2010).

Regarding hybrid entrepreneurship and wellness, there is a huge research gap that remains unfilled. There was a study previously conducted by Bouwhuis et al. (2017) that mixed hybrid entrepreneurs with other multiple job holders in trying to understand the link between multiple job holding and long-term sickness absence. This study found no significant association between the latter (Bouwhuis et al., 2017). Most studies have investigated full-time self-employment and well-being or full-time employment and well-being (Shir & Ryff, 2021; Stephan, 2018; Warr, 2017; Wiklund, 2019) and neglecting the middle path that hybrids take. There other research gap that exists is the one pertaining to the psychological functioning and well-being of hybrid entrepreneurs (Ardianti et al., 2022). What is known is that hybrid entrepreneurs have

no healthy work-life balance which may lead to health issues which may ultimately affect full-time work performance (Haddon, 2018).

Overall, there is acknowledgment from previous studies that the role of side hustles on full-time work performance has been under-researched (Meng et al., 2023). It is in that light this study focuses on hybrid entrepreneurship and full-time work performance with a sharp focus on motives, skills, performance, wellbeing, and employer attitudes.

1.3 Purpose of the Research

The purpose of this research is to explore the role of side hustles on full-time work performance. The aim is to ascertain from hybrid entrepreneurs their motives for hybrid entry as these evolve as new entrants come in. Different eras and circumstances call for different reasons for entry (Meng et al., 2023). Secondly, the study looks at how the skills that hybrid entrepreneurs acquire in their side hustles aid them in full-time work and what contribution that makes towards full-time work performance. Thirdly, the study looks at the practical tactics that hybrid entrepreneurs use to ensure that they maintain satisfactory levels of performance in their formal jobs. The other aspect that the study investigates is hybrid entrepreneurship and health implications. Finally, the study delves into employer attitudes from the point of hybrid entrepreneurs.

1.4 Academic and Scholastic Significance

Hybrid entrepreneurship has been reported as an area that has not been explicitly studied (Ardianti et al., 2022). This study contributes to the academic discourse on this topic. It is well documented that most studies focus on either full-time employment or full-time entrepreneurship (Ardianti et al., 2022).

Secondly, this study proposes to contribute to the discourse around hybrid entrepreneurship and full-time work performance specifically, as a gap has been identified (Meng et al., 2023). Concerning the sub-questions that the study explored, additional contribution is made regarding hybrid entrepreneurship entry motives, skills acquired by hybrids which are beneficial in full-time employment, strategies employed by hybrid entrepreneurs to ensure that full-time work performance remains at a satisfactory level, hybrid entrepreneurship and wellbeing and lastly, employer attitudes towards side hustles.

There has been acknowledgement from previous studies that the motives behind hybrid entry should continue being investigated given the ever-evolving world we live in (Meng et al., 2023). There has been acknowledgement that not enough is known about the skills that hybrids possess and to what extent they play a role in full-time work performance (Kurczewska et al., 2020). There is further acknowledgement from previous studies of how hybrid entrepreneurship and wellbeing remains largely unexplored (Ardianti et al., 2022; Demir et al., 2022; Bouwhuis et al., 2017; Shir & Ryff, 2021; Stephan, 2018; Warr, 2017; Wiklund, 2019). Lastly, there is acknowledgement from previous studies of the need for further research on understanding the different types of hybrid entrepreneurs to aid employers in effectively managing them as employees (Walsh & Stephens, 2022).

1.5 Significance for Business

Consequences of overlooking hybrid entrepreneurship studies include invisibility that leads to hybrid entrepreneurs not being reported in national statistics (Ferreira, 2020). This is a cause for concern as some of the hybrid entrepreneurs should be counted as employers. Neglecting this area of study also means the absence of effective policies that enrich the positive economic effect made by hybrid entrepreneurs (Ferreira, 2020).

There is an undeniable increase in the number of hybrid entrepreneurs globally and yet there is little acknowledgement on the part of employers of this phenomenon. Studying the strengths and weaknesses of hybrid entrepreneurship will aid employers and their Human Resources teams in drafting workplace policies that manage these groups of people effectively (Walsh & Stephens, 2022). The approach of employers leaning more towards the negative side of side hustles may be outdated. If anything, research shows that as time progresses, more and more employees are going to start businesses in parallel with their formal jobs (Urbig et al., 2021).

There is admission from previous studies that side hustles have been portrayed unfavourably for a long time and important to keep producing research that gives a balanced view (Bögenhold, 2019). It is, thus imperative, to uncover both the benefits and disadvantages of hybrid entrepreneurship to enable organisations to make informed decisions. Whether it is decisions relating to hiring practices, the culture they create in their organisation or how to shape their structures and policies.

Furthermore, policymakers aiming to increase the count of prosperous full-time entrepreneurs may consider crafting customized initiatives to assist hybrid entrepreneurs and motivate their transition to full-time entrepreneurship. These tailored programs could potentially yield greater success in fostering full-time entrepreneurship compared to entrepreneurship education programs centred around the full-time entrepreneurship model as the prevailing paradigm (Solesvik, 2017).

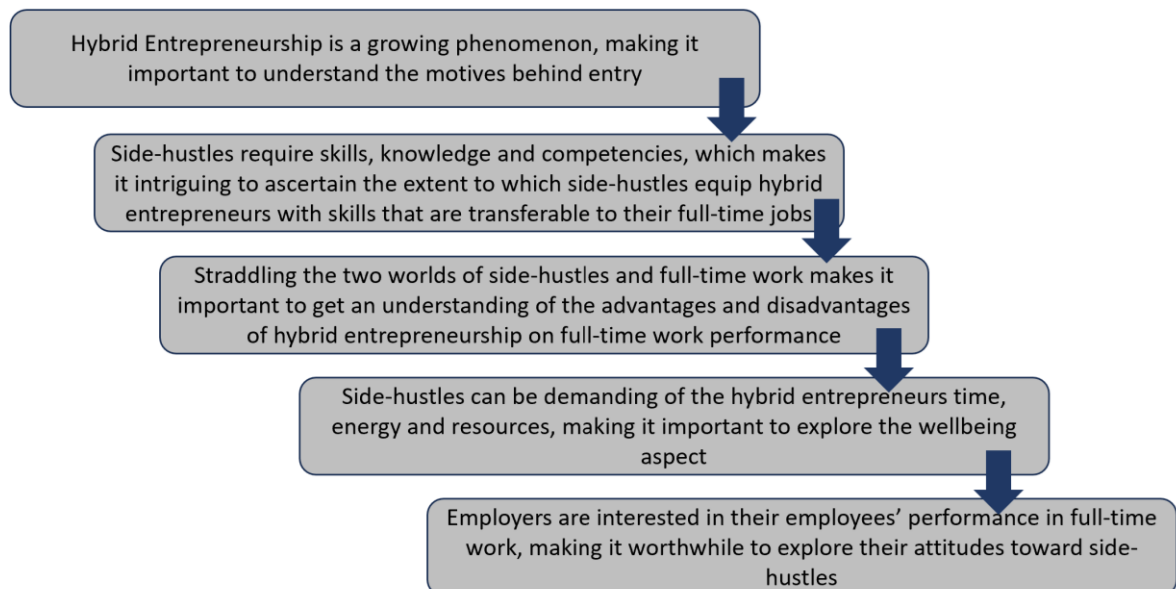
2 Chapter 2: Literature Review

2.1 Introduction

This chapter aims to give a view of the most recent research and discussions around hybrid entrepreneurship and the role it plays in full-time work performance. This chapter begins by clarifying definitions of the key construct, which is hybrid entrepreneurship, so that it is understood correctly in the context of this study. The second part of this chapter discusses the motives behind hybrid entrepreneurship. The third section of this chapter delves into the transferable skills from side hustles to full-time work. The fourth section of this chapter touches on the role of side hustles on full-time work performance. The fifth part of this chapter touches on the role of side hustles in the wellbeing of hybrid entrepreneurs. The last section of this chapter delves into the employers' attitudes toward side hustles.

This chapter outlines the main argument of this study based on the literature review that was completed. The subheadings in the sections that follow represent steps in the flow of the argument as shown in Figure 1 below.

Figure 1 – The structure of the argument in the literature review



This chapter incorporates a few relevant theoretical frameworks, particularly under the transferable skills section. These theories include the self-efficacy theory (stemming

from social cognitive theory), self-determination theory, Lazear's theory of entrepreneurship, the job characteristics theory and the experiential learning theory.

2.2 Hybrid Entrepreneurship Definition

Whereas some studies refer to it as part-time entrepreneurship (Marshall, 2019; Mungaray, & Ramirez-Urquidy, 2011), and others argue that it is tantamount to moonlighting (Folta et al., 2010), and others call it hybrid self-employment (Bögenhold, 2019), this study has adopted the construct of hybrid entrepreneurship for the phenomenon. Hybrid entrepreneurship can be defined as the simultaneous mix of salary employment and self-employment (Kurczewska et al., 2020; Sessions et al., 2021; Ferreira, 2020, Pollack, 2019, Demir et al., 2022; Bögenhold & Klinglmair, 2017). The paper does refer to side hustles a lot because that is the entrepreneurial, self-employment part of hybrid entrepreneurship.

The definition of hybrid entrepreneurship presents a challenge in the world of entrepreneurship as entrepreneurship has traditionally been perceived as full-time or not at all. As accurately captured by Ferreira (2020):

“The definition of hybrid entrepreneurship appears at odds with the dichotomous definition of entrepreneurship, as it blurs the boundaries of traditional labour markets and entrepreneurship. These definitional delinquencies have resulted in difficulties in establishing the actual number of hybrid entrepreneurs on a global scale. Burke et al. (2008) explain that labour market data captures only whether one is a wage worker or an entrepreneur, not both.” (p.1849)

It is important to define and categorise hybrid entrepreneurs appropriately to ensure that they are studied correctly. Examination of the literature showed how some studies combine hybrid entrepreneurs with other types of workers and entrepreneurs and consequently diluting studies that are meant to focus purely on hybrid entrepreneurs. The Luc (2018) study for example, focused on the antecedents of hybrid entrepreneurship and mixed full-time workers and part-time workers. The present study focuses mainly on full-time workers and more details are discussed in detail in the methodology chapter under sampling. The Folta et al. (2010) study also reduces hybrid entrepreneurs to multiple jobholders, whereas this could be moonlighting which is different from hybrid entrepreneurship.

One of the challenges of not defining hybrid entrepreneurs correctly is that they cannot be accounted for globally (Ferreira, 2020; Molenaar, 2016). It has been difficult to determine the number of hybrids globally, which is unfortunate given the rising numbers of this group of individuals. Similarly, there has been a research void in hybrid entrepreneurship which Ardianti et al. (2022) have described as a major oversight given that 50% to 85% of nascent entrepreneurs are hybrids.

2.3 Theoretical Rationales for Hybrid Entrepreneurship Entry

It is important to note that even though hybrid entrepreneurship motives may seem like an exhausted area of research, motives keep evolving as the different types of people enter and consequently, their reasons for entry also differ (Meng et al., 2023). This, therefore, creates more room for further research. Herewith are reasons for hybrid entrepreneurship entry.

2.3.1 Supplementing Income

One of the reasons why people engage in hybrid entrepreneurship is because it is regarded as a route to supplementary income. People mix waged work with self-employment to gain an additional source of income (Luc et al., 2018; Folta et al., 2010; Dzomonda & Fatoki, 2018). Hybrid entrepreneurship also offers flexible work schedules in terms of combining work and family time. This means that individuals get to determine when, where and how they deliver their work. According to Folta et al. (2010), hybrid entrepreneurship is tantamount to having two jobs because of the economic hardships that come with the salary in the main job. They built on the literature on “moonlighting”, and suggested that similar to moonlighting, hybrid entrepreneurs engage in side hustles if they have lower salaries in the primary jobs, have to take care of expenses in the marriage and have more children (Folta et al., 2010).

Folta et al. (2010) did, however, note that it is possible to be a high earner who engages in side hustles, and provided an example of a university professor who is involved in hybrid entrepreneurship to supplement income if presented with opportunities to do so at a low marginal cost. On the contrary, Luc et al. (2018) argued that moonlighting and hybrid entrepreneurship must not be perceived in the same light because they are different. They highlighted that moonlighting is combining two or more jobs and may also include self-employment, whereas hybrid entrepreneurship is simultaneously

engaging in entrepreneurship while employed. They pointed out that moonlighters typically select this path as a mechanism to address income constraints or even challenges in securing stable, full-time employment (Luc et al., 2018)

2.3.2 Non-Monetary Benefits

Another reason individuals engage in hybrid entrepreneurship is to gain non-monetary benefits that they do not get in their main jobs. Folta et al. (2010) argued that hybrid entrepreneurship may be preferred because of the psychological benefits that it provides. As mentioned before, some individuals go to the extent of choosing certain professions because of the flexibility that comes with it and being able to mix it with their side hustle (Folta et al., 2010). It is therefore possible for a hybrid entrepreneur to engage in side hustles that generates income and offer psychological benefits as well. An example that Folta et al. (2010) provided is of someone who holds a day job and works as a comedian at night or over the weekend, because of the psychological benefits that the comedy job provides. The non-monetary benefits could include the pursuit of a hobby or passion (Thorgren et al., 2014; Folta et al., 2010 Delmar et al., 2008).

Thorgren et al. (2014) found in their study that passion is one of the significant drivers for individuals pursuing hybrid entrepreneurship. It is noted, however, that passion decreases over time and among hybrid entrepreneurs who form part of entrepreneurial teams, passion is less likely to be the main motivation behind launching a business (Nordström et al., 2016; Thorgren et al., 2014)

2.3.3 Transitory Route

For those who are specifically thinking about making the switch to full-time self-employment, hybrid entrepreneurship can also serve as a means of transition. (Demir et al., 2022; Walsh & Stephens, 2022; Kurczewska et al., 2020; Folta et al., 2010). The costs of going straight into self-employment are higher than those of hybrid entrepreneurship (Demir et al., 2022). For example, the cost of raising capital, the cost of maintaining retirement benefits and healthcare benefits when running as an independent entrepreneur is much higher as compared to when one is in full-time employment (Folta et al., 2010). Hybrid entrepreneurship, therefore, offers a safe transitory bridge, where an individual makes an informed assessment around whether to transition to full-time business or abandon the venture to focus on full-time work, or

retain both. Hybrid entrepreneurship, therefore, offers an individual an opportunity to test the “entrepreneurial waters” (Demir et al., 2022; Klyver et al., 2020; Folta et al., 2010)

Even though hybrid entrepreneurship is typically perceived as a transition phase between wage work and full-time entrepreneurship, Luc et al. (2018) mention that some hybrid entrepreneurs eventually choose the status quo in the long run or return to full-time employment and never take the leap. Viljamaa and Varamäki (2015) in their study of hybrid entrepreneurs, found that transitory hybrid entrepreneurs show confidence in their capabilities, are motivated by the goal of self-fulfilment, and expect success from their ventures. Key to the transitioning from hybrid entrepreneurship to full-time entrepreneurship is one’s immediate social network such as close friends and family (Dvouletý & Bögenhold, 2023). Financial returns during the hybrid phase also play a pivotal role in the hybrid entrepreneur’s decision-making around whether to transition to full-time entrepreneurship or not. It is important to point out that some hybrid entrepreneurs do not wish to transition to full-time entrepreneurship, because expectations and motives behind their entry differ (Solesvik, 2017).

2.3.4 Buffer against full-time business failure

Hybrid entrepreneurs represent a noteworthy and expanding component of total entrepreneurial activity (Raffiee & Feng, 2014). Raffiee & Feng (2014) referred to high business failure rates in America and the huge risk that these failures pose. They alluded to hybrid entrepreneurship as a way of managing such a risk. Raffiee & Feng (2014) argued that “by starting a business while retaining their day jobs, hybrid entrepreneurs implicitly reduce (or eliminate) the opportunity cost (that is, earnings from paid employment) associated with starting the venture” (p. 936).

The U.S. Bureau of Labor Statistics highlighted that 10% of self-employed workers were also employed by existing corporates (Raffiee & Feng, 2014). Research shows that hybrid entrepreneurs end up deciding to pursue their businesses full time (Raffiee & Feng, 2014). Examples of the most successful and innovative figures such as Steve Wozniak were quoted in the Raffiee & Feng (2014) study. Steve stayed as an employee of Hewlett-Packard long after co-founding Apple. Another example is Pierre Omidyar who started eBay while in the employ of General Magic, a software development company. The third example is Henry Ford who established the Detroit

Automobile Group while employed by the Edison illuminating Company (Raffiee & Feng, 2014). These examples are a good illustration of the point that entrepreneurship does not have to be based on an “all-or-nothing” kind of approach. Hybrid entrepreneurship has demonstrated that it is possible for entrepreneurs to have one foot in business and another in employment while building their businesses (Demir et al., 2022; Klyver et al., 2020; Luc et al., 2018; Raffiee and Feng, 2014; Folta et al., 2010).

Whereas the extant theory suggests that entrepreneurs have a high tolerance for risk, Raffiee & Feng (2014) refuted this theory. The extant theory essentially argues that entrepreneurs do not perceive too much risk due to greater belief in their abilities, and Raffiee & Feng (2014) counter-argued that since hybrid entrepreneurship reduces the need for risk-bearing when entering business, this theory does not adequately explain the entrepreneurs’ entry into in business. The Raffiee & Feng (2014) study, drawing on the real options theory, found that the survival rate of businesses started by hybrid entrepreneurs was higher than that of businesses started by entrepreneurs who jump straight into full-time self-employment. This, therefore, tells us about the value of steadily transitioning from hybrid entrepreneurship to full-time business. Luc et al., (2018), highlighted that it is also worth noting “that individuals are more likely to become hybrid entrepreneurs as opposed to full-time entrepreneurs in industries that are characterized by uncertainty and risk.” (p. 93)

2.3.5 Additional reasons

Walsh & Stephens (2022) added that changes in people’s lives or triggering events can lead one to pursue entrepreneurship or that it can be a deliberate career choice. Even though these authors dedicate their article to discussing hybrid entrepreneurship, the above-mentioned motives are generic to entrepreneurship and do not speak about motives for hybrid entrepreneurship specifically.

Ravenelle et al. (2021) highlighted that some people turned to side hustles during the COVID-19 pandemic due to difficulty of accessing unemployment assistance during the social distancing and lockdown period.

2.3.6 Safe Transitory Bridge Counterargument

Even though many researchers have alluded to hybrid entrepreneurship as a safe transitory bridge, where an individual makes an informed assessment around whether or not they should transition to full-time business or abandon the venture to focus on full-time work, or retain both (Demir et al., 2022; Klyver et al., 2020; Fisher et al, 2020; Folta et al, 2010), there was a strong counterargument presented by Gänser-Stickler et al. (2022). In response, the counterargument was made that earlier studies primarily addressed the concept of a hybrid mode of entry, which helps people manage the uncertainty of starting their own business, while largely ignoring the uncertainty that workers encounter in their formal employment (Gänser-Stickler et al., 2022). The latter is a solid argument given the volatile, uncertain, complex and ambiguous (VUCA) world we live in (Taskan et al., 2022). Paid jobs are no longer secure, and things change at a rapid rate.

Using the real options theory (Trigeorgis and Reuer, 2017), Gänser-Stickler et al. (2022) explained that “there is the upside and downside potential of uncertainty which is resolved by creating and maintaining real options that provide the right, but not the obligation, to invest in or divest oneself of assets. Thus, individuals can maintain options to invest or divest and wait to exercise them at an optimal later point depending on the development of uncertainty and the related upside and downside potentials of the options’ underlying assets” (p.3). Gänser-Stickler et al. (2022) further emphasized that whereas entrepreneurship literature assumes that uncertainty wage work is insignificant, labour economics has shown that insecurity in wage work plays a role in individuals’ decisions about job changes. Liu (2019) and Dillon (2018) and from labour studies echo the same sentiment.

2.3.7 The Moderating Effect of Hybrid Entrepreneurship Motives

Four main constructs were discussed by Sessions et al. (2021) as it pertains to the hybrid entrepreneurship motives. They refer to self-enhancement, self-transcendence, new intellectual and emotional interests, and conservation motives. Self-enhancement is when one pursues a side hustle for enhance their pay and for status. Self-transcendence on the other hand, is when one pursues a side hustle to promote the welfare of others. The second one is quite self-explanatory in that the individual transcends the desire to gratify one’s self and looks to aid others. New intellectual and

emotional interests is when one pursues a side hustle seeking variety in their daily lives and/or autonomy (Sessions et al, 2021). Davis (2018) gave examples of lawyers who are farmers, social media fashion influencers, music band members, food delivery workers and so forth. The last motive can be described as conservation, which is the desire for stability and security (Sessions et al, 2021). This motive seeks to do alleviate the pressure of uncertainty by chasing the role clarity that a side hustle offers.

Relating to the latter motive, (Viljamaa et al., 2022) offered an example of third age (50+ years of age) hybrid entrepreneurs in Finland who take on side hustles to prepare for retirement. It is therefore, important to note that different groups of people have different motives for pursuing hybrid entrepreneurship. Ravenelle et al. (2021) added that the precarious work conditions also contribute to workers considering side hustles. By precarious work they were referring to contract-based, temporary, casual kind of work which not only denies workers benefits such as paid leave, pension and medical insurance but low paying as well.

2.4 Side hustles and Transferable Skills

2.4.1 Influence of Individual Skill Variety on Side hustle Intention

Side hustles are typically taken up by individuals who demonstrate pro-active behaviour, who are looking to change work situations and who are into problem-solving (Meng et al., 2023) The fact that hybrid entrepreneurs go beyond their employers' boundaries and their formal jobs to engage in side hustles demonstrates their pro-active behaviour as they generate side hustle intention. The Meng et al. (2023) study pointed to the fact that employees want to find their place in organisations, a place where they can use their full energy and show their talents. They argued that when employees cannot utilise their full energy and talents, they find opportunities to do so. They seek change. One of the ways in which employees do this is by finding side hustles that fill up their free time to make the most of their talents. Effectively, side hustles give hybrid entrepreneurs the opportunity to practice new skills or learn new functions. Learning these new skills not only fills up their free time but achieves the goal of self-improvement and the ability to take on more roles (Meng et al., 2023).

2.4.2 Self-efficacy Theory

One of the theories that this study is grounded on is, self-efficacy theory. Drawing on Bandura's self-efficacy theory, the Meng et al. (2023) study added another dimension

to it. They added Parker's role breadth self-efficacy dimension, which alludes to how individuals view themselves in relation to more pro-active and broader roles that they can play. Essentially, the role breadth self-efficacy dimension is about challenging the status quo in terms of the duties that one is required to perform, going above and beyond the traditional and prescribed technical requirements of a role. Role breadth self-efficacy is not just self-efficacy as was initially described by Bandura, but a specific type of self-efficacy that focuses on broader competencies that employees perceive. Role breadth self-efficacy is also known to inspire high levels of engagement and proactive behaviour in the workplace (Meng et al., 2023; Pollack et al., 2019).

2.4.3 Self-determination Theory

The second theory that this study is grounded on, is the self-determination theory. Drawing on the self-determination theory, the Meng et al. (2023) study highlighted that this is one of the major theories about human motivation in the discipline of psychology. The self-determination theory asserts human beings are progressive, growth-oriented beings with inclination towards psychological development and growth (Meng et al., 2023). Meng et al. (2023) brought attention to how the self-determination theory has evolved from intrinsic and extrinsic motivations to include research work firms and other areas of life. The Meng et al. (2023) study added another dimension to the self-determination theory and spoke of autonomous motivation and controlled motivation. The difference between the two is that autonomous motivation is driven by the inner will and controlled motivation is driven by external pressure (Meng et al., 2023). Examples of autonomous motivation include interests, hobbies, personal values and so forth. Examples of controlled motivation include guilt, command, organisational culture and so forth (Meng et al., 2023).

The self-determination theory, therefore, places emphasis on an individual's inherent and autonomous tendency to want to learn and grow. In terms of the other side, that is the extrinsic motivations, Meng et al. (2023) explained that there is a condition that enables an individual to internalise extrinsic motivations. That condition involves the meeting of three basic psychological needs, which are autonomy, relatedness and competence (Meng et al., 2023). According to Meng et al. (2023) when these needs are met, employees perform at their peak and their well-being improves.

Given the concepts that the Menge et al. (2023) study discussed above, it brings them together to argue that in accordance with the self-determination theory, employees with skill variety carry autonomous motivation to be involved in side hustles. Menge et al. (2023) pointed out that the higher the person's skills variety, the higher their intrinsic motivation to be involved in side hustles. The simple logic is that the more skills one possesses, the more eligible they are for many different jobs and so will be their willingness to try side hustles. This also means that competence must be present for one to present proactive behaviour because the absence of competence and ability limits the individual from taking on more roles. Most importantly, the basis of taking on more roles lies in the individual's ability to take on more tasks which is based on their variety of skills. According Menge et al. (2023) skills variety also unleashes creativity.

2.4.4 Lazear's Theory of Entrepreneurship

The third theoretical framework that this study views as relevant is the Lazear's theory of entrepreneurship. The Lazear's theory of entrepreneurship emphasizes human capital as a key success factor in entrepreneurship. Drawing on the Lazear's theory of entrepreneurship, the Kurczewska et al. (2020) study sought to close the research gap on the subject of hybrid entrepreneurs' knowledge and skill sets. These authors acknowledged that there is not enough research that speaks to hybrid entrepreneurs' knowledge and skills, particularly those skills that they are constantly developing through their doubled career experiences. The Kurczewska et al. (2020) study used the Lazear's theory of entrepreneurship, which offers an alternative view to the risk aversion theory. In summary, the theory asserts that the likelihood of individuals with diversified and balanced mixture of skills and knowledge becoming entrepreneurs is high (Kurczewska et al., 2020).

According to the Kurczewska et al. (2020) study, employees who are solely involved in wage work on the other hand, more often select specialist career paths in fields that are needed in the labour market. Hybrid entrepreneurship in Lazear's studies has been neglected despite the fact hybrid entrepreneurship directly links to labour/career choices and consequently, there is no knowledge of how hybrid entrepreneurs characterise their career choices (Kurczewska et al., 2020).

The Kurczewska et al. (2020) study questioned the influence of knowledge, skills and experience on the likelihood of being a hybrid entrepreneur. They highlighted that

hybrid entrepreneurs acquire skills and experience in formal work before starting their businesses (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017). Hybrid entrepreneurs take time to acquire business-related skills, to gather funds and develop professional networks prior to starting their businesses. Prior to jumping to full-time entrepreneurship, hybrids gain business knowledge first. Kurczewska et al. (2020) argued that it can, therefore, be implied that hybrid entrepreneurs generally have broad professional experience and solid education as a result of receiving professional training related to their paid formal jobs. Kurczewska et al. (2020) further pointed out that it may also be expected that hybrid entrepreneurs have more balanced and broader skills than pure entrepreneurs, which can be attributed to the constant switch between the different roles. The authors acknowledged that there are still many areas that have not been researched about hybrid entrepreneurship and they hope that their paper will be the starting point for future conceptual and empirical studies that look at the meaning of diverse entrepreneurial knowledge and experience in entrepreneurial activities (Kurczewska et al., 2020).

2.4.5 Job Characteristics Theory (Job Complexity)

The fourth theory that this study incorporates is the job characteristics theory. To better understand side hustles, it is apt to understand the job characteristics theory (Sessions et al., 2021; Simonet & Castille, 2020). The job characteristics framework alludes to five main elements which are: “task autonomy, task identity, task significance, task feedback and skill variety” (Session et al., 2021: 237). All of the above-listed characteristics describe side hustles adequately and the following section will address the reasons behind this claim.

When one refers to task autonomy for example, this is about the freedom to perform tasks outside of organisational boundaries, management or supervisory control and other formal structures (which side hustles provide) (Petriglieri et al., 2019; Ashford et al., 2018). Task autonomy also refers to what work is done, where and how it is done (Sessions et al., 2021). It is the liberty to make all of those decisions. Task significance refers to the ability of hybrid entrepreneurs to contract directly with the customers and performing tasks for the customers that have a substantial effect on their lives (Sessions et al., 2021). An example is Uber drivers who transport people around, getting them to the desired destinations or bringing them food when unable to. The third job characteristic of side hustles is task identity which alludes to the ability to

execute tasks speedily with low interdependence on other factors. Task identity means performing easily identifiable, pieces of tasks. (Sessions et al., 2021) give an example of workers on TaskRabbit who complete tasks within a matter of minutes because there are no dependencies on anyone to get the work done. When turnaround times are quick, that is categorised as task identity.

Skill variety is self-explanatory as it refers to the multi-talents or skills that hybrid entrepreneurs bring to both their employers and their side businesses. For one to perform tasks outside of their formal organisation and be successful at offering services in their personal capacity, they typically need a variety of skills. Some hybrid entrepreneurs work for organisations that have flat organisational structures requiring them to cross-skill and multi-skill (Sessions et al., 2021). Some hybrid entrepreneurs offer services that are not linked to their daily jobs, which requires a variety of skills (Davis, 2018). The last job characteristic is task feedback, which is about the visibility of work outcomes. This is about client satisfaction feedback which has now been better enabled by the latest technologies (Wegman et al., 2018). Uber and Bolt drivers for example rely on customers' reviews and ratings as feedback. So do many other online sales platforms. There are online platforms that clients can complain to like the Hello Peter website, which is all part of client reviews and in the context of the literature, task feedback.

The above-mentioned job characteristics are an important part of the side hustles discussion because according to Sessions et al. (2021), they explain job complexity and how it shapes the psychological state of workers. The job complexity that comes with engaging in side hustles gives hybrid entrepreneurs a psychological state of empowerment. Sessions et al. (2021) argued that it is important to interrogate side hustle complexity (as explained by the job characteristics) alongside side hustle empowerment. Their main argument was that the higher the job complexity, the higher the degree of psychological empowerment. The task autonomy job characteristic, for example, positively relates to the hybrid entrepreneurs' sense of self-determination because it is about freedom. Task identity on the other hand, gives the hybrid entrepreneur a sense of competence and mastery because of the ability to start and finish a job without depending on others. It gives the hybrid entrepreneur a sense of pride in their abilities. Task feedback gives the hybrid entrepreneur of sense of accomplishment as the work is observable and rated by others. The examples

provided on task autonomy, identity and feedback impact the hybrid entrepreneurs' psychological state in terms of how they perceive their abilities and thus left feeling empowered.

The Meng et al. (2023) study, which drew on the job characteristics theory, clarified that skill diversity—defined as the degree to which a job involves multiple activities in carrying out duties that require the use of multiple skills and talents of the employee—is a crucial component of the job characteristics model. While none of the skills may have been necessary for the position at the time, they make sense for hybrid entrepreneurs to have. When someone has a variety of knowledge or skills from training programmes or other sources, they are said to have individual skills variety (Meng et al., 2023).

2.4.6 Experiential Learning Theory

The last theoretical framework that this study would like to incorporate is the experiential learning theory. Experiential learning theory asserts that learning is experiential. Hence hybrid entrepreneurs can move from one venture to another (Ferreira, 2020; Karami & Tang, 2019). The latter means that the hybrid entrepreneur builds knowledge that they use for the success of future ventures. This theory is even more applicable to the transition phase when the hybrid entrepreneur decides to transition to full-time entrepreneurship. This means they would have built enough knowledge to give them the confidence to take the leap. This type of learning is characterised by action and it is based on the individual's prior knowledge and experience.

2.4.7 Hybrid Entrepreneurship & Innovation

Demir et al. (2022) cited the 2019 Marshal study in which it was found that hybrid entrepreneurial activity brings about innovative behavior in the hybrid entrepreneur's full-time job. This study combined literature on knowledge and learning transfer, employee innovation and entrepreneurial learning. It regarded hybrid entrepreneurship as a context and entrepreneurial learning as a mechanism, through which employee innovation is enhanced (Demir et al., 2022). Innovative capabilities are developed in the entrepreneurial role and they are refined and ultimately transferred to the full-time job (Demir et al., 2022).

The transfer of innovative capabilities is moderated by the individual's motivation or goal orientation and opportunity or the work environment's climate for innovation. By taking into account motivation and opportunity as described above, hybrid entrepreneurs may be more capable than their peers, of exercising and showing innovative behaviours in their full-time roles (Demir et al., 2022).

2.5 Side hustles and Full-Time Work Performance

2.5.1 Side hustle empowerment on full-time work performance

There is a relationship between hybrid entrepreneurship empowerment and engagement (Sessions et al., 2021). Sessions et al. (2021) investigated these two constructs in relation to the influence they have on full-time work performance. Grounded on the role enrichment theory, they asserted that side hustles enrich and conflict with full-time work performance. Hybrid entrepreneurship empowerment is positively associated with engagement (that is, a positive cognitive and affective state). They concluded that "side hustle empowerment is positively associated with side hustle engagement" (Sessions et al., 2021: 241).

The evidence of this is seen in the hybrid entrepreneur's ownership of tasks and self-efficacy in terms of handling and delivering tasks. In sum, they argued that hybrid entrepreneurship empowerment leads to hybrid entrepreneurship engagement and side hustle engagement enhances full-time work performance (Sessions et al., 2021). By engagement Sessions et al. (2021), were referring to feelings of enthusiasm, happiness, alertness, and willingness to do more and be more. This positive psychological state is a resource that can be tapped into when needed, like when there are complex, challenging problems to solve. This state of mind helps when persistence is required in complex problem-solving. Most importantly, this positive psychological state that is accrued in one domain, spills over to another domain. Thus the affective state of side hustles influences experiences in full-time work performance.

Greenhaus (2018) supported this notion of domain spillovers, that is, they do not just reset. Consequently, affective states from side hustlers influence affective states in full-time work performance. Sessions et al. (2021) highlighted the two ways in which the affective state in side hustles influences the affective state in full-time work performance and how it enhances full-time work performance. Firstly, due to the ability to persist on tasks, this creates prolonged effort on problem-solving (which also relates

to discretionary effort). Secondly, the affective state from side hustles cause hybrid entrepreneurs to collaborate better with their co-workers in their full-time jobs. The Sessions et al. (2021) study explained that they are more likely to call for help from co-workers when needed.

2.5.2 Side hustle Conflict on Full-Time Work Performance

It is important to point out that the Sessions et al. (2021) study was not biased towards side hustle empowerment driving hybrid entrepreneurship engagement and the positive spillover on full-time work performance. They responsibly moderated with the considerations around the hybrid entrepreneurship conflict with full-time work performance as well. They aptly highlighted when one engages with work on one domain, it divides their attention when they have to switch to another domain because of what is known as attention residue. Newton et al. (2020) supported that psychological states do not reset, the downside therefore, is that as one moves to another domain, the previous one still lingers. Newton et al. (2020) warned that attention residue can be interference that disturbs performance at work because mental tasks require one's full attention.

Attention residue hinders performance at work for two main reasons; 1. Focusing on multiple processes mentally increases cognitive load which negatively impacts performance (that is, slows it down) and 2. the mental multiple processing makes the hybrid entrepreneur prone to errors because distracted workers make mistakes due to divided attention. The other important thing to note is that most hybrid entrepreneurs perform their full-time employment duties during the day and take on side-hustling at night, which means there is no healthy work-life balance or work-life integration (Haddon, 2018). These stressors may lead to health issues which ultimately affect full-time work performance (Haddon, 2018).

2.6 Hybrid Entrepreneurship & Wellbeing

2.6.1 Long-term sickness absence & multiple job holding

The Bouwhuis et al. (2017) study focused on the association between long-term sickness absence and multiple job holding. The purpose of this study was to gain insights into the health repercussions of having more than one job. The first problem with this study is that it included hybrid entrepreneurs among the many multiple job holders, whereas studying hybrid entrepreneurs specifically would have been useful

as they are a category of their own. The component around the other side of hybrid entrepreneurship, which is around self-employment was diluted in the analysis. The second problem with this study is that it did not find much. In other words, this study found no significant association between long-term sickness absence and multiple job holding (Bouwhuis et al., 2017).

Demir et al. (2022) explain that the lack of evidence in the study mentioned above, on the connection between health and multiple job holding may be attributed to the fact that Bouwhuis et al. (2017) used long-term sickness absence as an indicator variable of health. Demir et al. (2022) further explain that the array of demographic characteristics and push factors in the different country-specific socioeconomic environments may also explain why the Bouwhuis et al. (2017) study did not find any significant relationship between health and multiple job holding. The only finding that this study could make was that hybrid entrepreneurs have better health than employees who hold one job (Bouwhuis et al. 2017). Another important study worth noting as it relates to hybrid entrepreneurship and wellbeing, is that of Mungaray and Ramirez-Urquidy (2011). In their study of Mexican microenterprises, Mungaray and Ramirez-Urquidy (2011) found that hybrid entrepreneurs are also motivated by the desire for a better work-life balance to launch businesses.

2.6.2 Mentorship Support

Accessibility of advice or mentorship support for starting up a new business has a positive effect in the first two steps of the hybrid entrepreneurial process (Luc et al., 2018). Interestingly enough, access to resources such as private funding and subsidies do not to play a significant role in entrepreneurial intention (Luc et al., 2018). These findings are critical for policy makers seeking to promote hybrid entrepreneurship activities because this means that focusing on “soft” support could have more a positive impact on entrepreneurial intention than investment in “hard” support (an example being financial resources).

The Ardianti et al. (2022) study acknowledged a gap in the literature as it pertains to the psychological functioning and well-being of hybrid entrepreneurs. They mentioned that the hybrid entrepreneurship phenomenon is prevalent yet there is a void in the literature that addresses their well-being. Most studies have looked into full-time self-employment and well-being or full-time employment and well-being (Shir & Ryff, 2021;

Stephan, 2018; Warr, 2017; Wiklund, 2019). The road that is in the middle, that is, hybrid entrepreneurship has been neglected. Previous studies that have looked at self-employment and full-time employment as a dichotomy alongside the subject of well-being, reported higher levels of job satisfaction for entrepreneurs as compared to employees in full-time employment (Stephan, 2018; Ardianti, 2022). The question of how enriching or depleting side hustles are in terms of health remains largely unexplored (Campion et al., 2020). To attempt to close the literature gap on hybrid entrepreneurship and well-being, Ardianti et al. (2022) used data from the United Kingdom Household longitudinal survey to study whether hybrid entrepreneurs display distinct psychological well-being patterns. They measured this via mental strain, life satisfaction and job satisfaction and compared it to full-time paid employees, full-time entrepreneurs and those working in two paid jobs.

The theoretical considerations of the Ardianti et al. (2022) study were problematic as they reverted to treating self-employment and full-time entrepreneurship as a dichotomy. In this section of their study, they continued to explain why full-time entrepreneurs experience more job satisfaction than full-time employed individuals. They attributed it to the procedural utility theory which emanates from the work characteristics of self-employment, which helps fulfil the need for autonomy and control (one of the key components of psychological well-being) (Ardianti et al., 2022).

2.6.3 Job Satisfaction

The findings of the Ardianti et al. (2022) study were that the strain levels of hybrid entrepreneurs are distinct from other groups, whereas the levels of life satisfaction were similar. In terms of job satisfaction, hybrid entrepreneurs similar to the full-time employed, were found to be less satisfied. Their results further suggested that the psychological patterns of hybrids are not different from those of full-time employed. This therefore meant that dual hybrids did not experience neither enrichment or depletion from their work and that enrichment was only observed when hybrids switched to full-time entrepreneurship (Ardianti et al., 2022). This is a study that sought to understand the psychological patterns of hybrids and does not answer the question about the well-being of hybrid entrepreneurs while running side hustles which the present study addresses.

2.6.4 Entrepreneurial persistence/resilience

Hybrid entrepreneurs go through a lot of challenges as they straddle the two worlds of formal employment and self-employment. To that end, entrepreneurial persistence becomes a relevant topic in attempting to discuss their efforts to maintain the business side of the arrangement (Ahsan et al., 2021). Asante et al. (2022), mentioned in their study how challenging hybrid entrepreneurship is, that is, to the extent of increasing the chances of hybrid entrepreneurs quitting their entrepreneurial activities. Due to the dual focus on both wage work and entrepreneurial activities, hybrid entrepreneurs are expected to perform well in both. Entrepreneurial persistence is therefore, about their decision to proceed with their business ventures despite the pressure of handling both (Caliendo et al., 2020). Early research on entrepreneurial persistence suggested that hybrid entrepreneurs endure the hybrid model and the challenges that come with it to test “entrepreneurial waters” (Folta et al., 2010), but the more recent discourse has brought to light the fact that hybrid entrepreneurs may maintain the hybrid status long after the start-up phase (Thorgren et al., 2014).

Drawing on the social cognitive theory, the Asante et al. (2022) study sought to understand entrepreneurial persistence. This particular study realised the gap that existed as it relates to understanding the dual context that hybrid entrepreneurs operate in and the enablers for entrepreneurial persistence. The Asante et al. (2022) study acknowledged that there have been a few attempts to understand entrepreneurial persistence using the social cognitive theory, which emphasizes on the role of self-efficacy. These authors felt that self-efficacy is malleable and depends on a number of variables. An example of such factors is how individuals review tasks requirements and their environment. The latter then led them to add another dimension to the entrepreneurial self-efficacy concept, which is the person-environment fit (P-E fit). The Asante et al. (2022) research used the P-E fit theory as a predictor of entrepreneurial self-efficacy which in turn impacts entrepreneurial persistence. The reason for bringing in P-E fit was because studies have shown that perceived fit or misfit impacts people’s attitudes and behaviours towards their work.

Findings of the Asante et al. (2022) study were that self-efficacy plays a pivotal role in entrepreneurial persistence. It found that for hybrid entrepreneurs to overcome challenges, they have to believe in their ability to carry out entrepreneurial tasks. The study emphasized that self-efficacy is crucial because of the overwhelming tasks that

are involved in entrepreneurship. Hybrid entrepreneurs show greater persistence and overcome difficult challenges in the business when they have high self-efficacy.

The second part of the Asante et al. (2022) study findings was confirmation that self-efficacy is malleable (that is, can be altered, nurtured and so forth). In other words, they found that the hybrid entrepreneur's self-efficacy is enhanced when there is a person-venture fit, needs-venture supplies fit and venture demands-abilities fit. This therefore means that it is important for hybrid entrepreneurs to engage in business ventures that suit their characteristics and consider their skills, personalities and abilities when starting a venture. Importantly this study found that hybrid entrepreneurs who transfer resources from their formal jobs to their businesses exhibit high persistence. Asante et al. (2022) highlighted that hybrid entrepreneurs should carefully consider the types of ventures they establish and pause to consider if these ventures will benefit from their many years of formal work skills, knowledge and experience. Asante et al. (2022) essentially brought to the fore that side hustles that benefit from the hybrid entrepreneur's accumulated years of experience have a greater chance of success.

2.7 Employer Attitudes

2.7.1 The Corporate Entrepreneurship Imperative

Walsh & Stephens (2022) highlighted the employer attitudes in high-tech industries and pointed out that leaders in these industries often prefer their staff to have an entrepreneurial mindset and to be innovative. Walsh & Stephens (2022) spoke to the benefits that come with encouraging employees to be entrepreneurial and they mention that companies that encourage this mindset generate opportunities, can tackle urgent obstacles in unconventional ways and act with determination to create value for their employers and stakeholders. The terms used to describe employees who bring an entrepreneurial mindset to their jobs are corporate entrepreneurship, strategic entrepreneurship or intrapreneurship and these employees are perceived to increase the competitiveness and sustainability of an organisation. Walsh & Stephens (2022) mentioned that previous research on corporate entrepreneurship showed that encouraging entrepreneurial behaviour among employees often clashes with organisational processes and norms and one of the ways that high-tech industries deal with this clash, is by creating an environment that promotes innovation and entrepreneurial behaviours.

The Kuratko et al. (2014) study was also concerned with the concept of corporate entrepreneurship. In this study corporate entrepreneurship is described as a substantial form of corporate innovation. Corporate entrepreneurship was referred to earlier by Walsh & Stephens (2022), when they discussed high-tech companies which encourage it, to gain competitive advantage. In the Kuratko et al. (2014) study the term was described as a process that facilitates the organisation's efforts to continually innovate and to come to grips with the ever-competitive global market landscape.

Kuratko et al. (2014) observed how leading, innovative companies were moving beyond traditional service and product innovations to ground-breaking innovation in value chains, business models, processes and other functions of management. The authors asserted that corporate entrepreneurship is not just another approach to adopt but should be regarded as an entrepreneurial imperative of the 21st century. Organisations that embrace corporate entrepreneurship are generally perceived as agile, dynamic and flexible, ready to seize new opportunities as they arise (Blank & Forster-Holt, 2022). Organisations that embrace corporate entrepreneurship discover new business lines and fresh ways of doing business. Corporate entrepreneurship inclined organisations are characterised by deviation from previous strategies, business models and routines (Kuratko et al., 2014).

There are five organisational dimensions that Kuratko et al. (2014) argued need to be satisfied by companies internally in order to be viewed as organisations that encourage corporate entrepreneurship. These dimensions are top management support, work discretion, rewards, time availability and organisational boundaries. Top Management support is about top managers support and promotion of entrepreneurial behaviour in the organisation. Top managers' support includes supplying employees with resources they require to take entrepreneurial action. According to Kuratko et al. (2014) "top management support has a direct positive relationship with an organisation's innovative outcomes." (p.39).

Work discretion on the other hand is about the extent to which employers tolerate failure. It involves giving latitude for decision-making, delegated authority and devolving of responsibilities to lower-level workers and managers. Rewards are about the organisation's effort to reward successful entrepreneurial activities (including risk-

taking and innovation). Time availability is about giving individuals in the company time to work on innovative projects. This is unstructured or free time that employees and managers get to identify and work on innovation opportunities. The last component is organisational boundaries, which should be perceived by those in the company as flexible (that is, allowing free flow of information across departments and from outside of the company to inside the company) (Kuratko et al., 2014).

2.7.2 Hybrid Entrepreneurship Typology

Hybrid entrepreneurs are not a homogenous group. To illustrate this point, Walsh & Stephens (2022) developed a typology that characterizes the different types of entrepreneurial employees, (that is, transient, reluctant and autonomous entrepreneurial employees). They described transient entrepreneurial employees as employees who are proactive and who find their own ways of meeting work objectives. Transient entrepreneurial employees engage in side hustles for the purposes of branching out to full-time self-employment and they perceive themselves as entrepreneurs throughout their formal employment. Reluctant entrepreneurial employees on the other hand, are most likely to remain in employment due to personal reasons and unlikely to start new ventures again. Reluctant entrepreneurial employees possess excellent strong work ethic and bring independence to their formal jobs.

The last group as described by Walsh & Stephens (2022) is the autonomous entrepreneurial employees. They described them as entrepreneurial employees whose ongoing entrepreneurial activities are linked to their career development. This therefore, means that they are not likely to leave formal employment as they derive benefit from straddling the two worlds. Autonomous entrepreneurial employees are described as hybrid entrepreneurs who value loyalty and who are likely to stay in their formal while running side hustles because of the realisation that pure entrepreneurship has its challenges (Walsh & Stephens, 2022).

The above-mentioned typology is important and has implications for employers because it means it can be used for recruitment purposes and to inform organisations' human resources policies. According to Walsh & Stephens (2022), the typology they have developed following their qualitative study can be used to categorise the different types of entrepreneurial employees for the purposes of knowing which side hustles to

encourage and which to discourage. They argued that some side hustles should be prioritised and promoted, while others should be identified and discouraged.

The side hustles to be promoted add value to both the organisation and the hybrid entrepreneur and those to be discouraged are most likely to be biased towards one side and only beneficial to where most effort is channelled. It is important to mention that the category of hybrids that Walsh & Stephens (2022) referred to as reluctant and autonomous entrepreneurial employees, Viljamaa & Varamäk (2015) previously referred to as persistent hybrid entrepreneurs, and the category that Walsh & Stephens (2022) described as transient entrepreneurial employees, Viljamaa & Varamäk (2015) previously referred to as transitory hybrid entrepreneurs. This is to merely illustrate that different authors call hybrid entrepreneurs different names and the same can be said about the different typologies that they come up with.

2.7.3 Disadvantages of side hustles

Other scholars such as Clark (2018) and Dunn (2020) have reported that side hustles are detrimental because they are a distraction that negatively impacts job performance. Their assertions are based on the thinking that side hustles sap the hybrid entrepreneurs finite resources and consequently weakening their capacity to perform well in full-time jobs. This paper offers an alternative view that acknowledges that hybrid entrepreneurs can derive value and benefits from engaging in side hustles, which can enrich full-time work performance. As aptly stated by Meng et al (2023), most hybrid entrepreneurship studies focus on antecedents of side hustles, but do not assess the results of thereof. To that end, a research gap exists as it relates how side hustles affect full-time job performance (Meng et al, 2023), which this paper, in part, addresses.

Employers' negative attitudes towards side hustles are manifested in their rules and behaviours. For example, some organisations prohibit side hustles altogether, whereas others subject them to approval processes (Sessions et al., 2021). Employers' fears and anxieties are linked with experiences or potential experiences of hybrids utilising their employers' resources which range from tangible materials to working time, intellectual property and supplier or customer data bases (Urbig et al., 2021). Literature on resource strain says personal resources are finite and when one domain utilises them, the less remains for the other domain. This therefore means that employees

using their spare time for side hustles, reduce recreational time and causing their employers and side hustles to indirectly compete for their energy. Another concern that employers have raised in the Urbig et al. (2021) mixed methods study is the autonomy and independence that side hustles give hybrid entrepreneurs, as a result not fitting their corporate culture.

2.7.4 Advantages of side hustles

Supporting the notion of positive outcomes brought about by hybrid entrepreneurs to their employers, the Urbig et al. (2021) study highlighted that hybrid entrepreneurs can be associated with higher motivation, innovativeness and being entrepreneurially minded. The Urbig et al. (2021) study acknowledged that even though most entrepreneurs start their enterprises while employed and the phenomenon is not new, employer's perceptions and reactions to enterprising employees remains unexplored. This is another gap that the present study has identified and which it will in part, try and address. Urbig et al. (2021) brought to our awareness that whereas employers may benefit from hybrid entrepreneurs due to their increased entrepreneurial attitude and innovativeness (Fini et al., 2017; Marshall et al., 2019; Sessions et al., 2021), it remains unclear to what degree employers value the positive outcomes of their employees' side hustles.

Employees who are involved in entrepreneurship while simultaneously holding paid employment get into a zone where they are exposed to external stimuli (Fini et al, 2017). The external stimuli result in positive spillovers to their formal jobs, where evidence of positive attitudes and increased skills is seen (Marshall et al., 2019). Additionally, it has been documented that employees with side hustles are more innovative in their formal jobs than their peers. (Marshall et al., 2019). Entrepreneurial side hustles have been documented to show a positive spillover to employees' job empowerment (Sessions et al., 2021). Furthermore, Fini et al. (2017) have documented that hybrid entrepreneurs exhibit high performance in their main jobs due to exposure to new ideas and different ways of doing things in their side hustles. Side hustles offer hybrid entrepreneurs valuable learning opportunities and expose them to fresh ways of doing things (Fini et al., 2017; Petriglieri et al., 2019; Sessions et al., 2021). For companies that seek corporate entrepreneurship, side hustles can be beneficial.

Skills and competencies are crucial as it pertains to good job performance and they have two direct effects, efficiency and innovativeness, and side hustles are a breeding ground for both (Urbig et al., 2021). Hybrid entrepreneurs apply new skills in their paid jobs, and thus become more efficient. An example of this efficiency is demonstrated by how hybrids identify critical business issues better than their peers because their side businesses require them to do so within a very short time frame (Marshall et al., 2019).

In the case of hybrid entrepreneurs, positive attitudes in one domain spill over to the other and an example of that is satisfaction, that is, if the side hustle brings them satisfaction, employees may be satisfied in their formal jobs too (Urbig et al., 2021). In the case of companies that do not have enough challenging roles for all their valued, properly qualified employees and whose working routines have become boring and monotonous, their side hustles balance things out (Urbig et al., 2021). Another documented benefit of encouraging hybrid entrepreneurship is the value proposition that it creates for the employer because it sends signals to external, potential employees and general audiences about how entrepreneurial the organisation is (Pitsakis et al., 2015; Umphress et al., 2013). This creates an attractive image of the employer and serves as a drawcard, attracting innovative, qualified and entrepreneurial type of employees (Pitsakis et al., 2015; Umphress et al., 2013). In a nutshell, by mixing their main jobs with side hustles, hybrid entrepreneurs ensure that their unfulfilled needs are met and consequently, enriching their work environment (Urbig et al., 2021).

Even though policy makers support growing entrepreneurs by offering advice on key issues such as public funding and business registration, they do not support employers to effectively deal with hybrid entrepreneurs, even though supporting nascent entrepreneurs might also support the overall emergence of entrepreneurship (Urbig et al., 2021). The Urbig et al. (2021) study found that employers who accept the positive consequences of being a hybrid are those who have had direct experience in working with hybrid entrepreneurs. They mentioned that the more widespread and transparent these entrepreneurial activities are, the more employers may support them. The Walsh & Stephens (2022) study findings were that “some side hustles can enhance an employee’s wellbeing, skillsets and networks, while others can detract from employment objectives.” (p.241).

2.7.5 Dominant Employer Perceptions

Employers who do not have experience working with hybrids are pessimistic about the positive outcomes associated with running side hustles, thus hindering entrepreneurial potential in the organisation (Urbig et al., 2021). It is up to employers if they wish to take advantage of the entrepreneurial capacity in the organisation by sourcing entrepreneurial talent inside their organisations, rather than always looking for this type of talent from business incubators and specialised programmes (Urbig et al., 2021; Marshall et al., 2019; Kohler, 2016). Hybrid entrepreneurs will always seize opportunities as they identify them, whether it is inside of the organisations they work for, or externally as full-time entrepreneurs, their quest for optimising opportunities cannot be halted by their employers' approval (Urbig et al., 2021).

When side hustles are prohibited or require approval, this is indicative of the employer's negative influence towards employee entrepreneurship (Sessions et al., 2021). The negative influence is not merely limited to contractually discouraging side hustles, it is also evident in the lack of support from the employer, or their clear dislike of entrepreneurship activities or solely focusing on encouraging employees to focus on their main jobs (Sessions et al., 2021; Urbig et al., 2021). The other side of this is when employers take advantage of the positive outcomes that come with hybrid entrepreneurship by encouraging innovation and entrepreneurial activities. This support employers can demonstrate by allowing flexible working arrangements or financially co-investing in their employees' side hustles (Umphress et al., 2013). Moreover, "employers can be a source of capital that helps entrepreneurs cope with the uncertainties associated with starting new businesses" (Urbig et al., 2021: 3).

The results of the Urbig et al. (2021) qualitative study revealed that employers often pay attention to the negative side of side hustles. Some are so hostile towards side hustles to the extent of forbidding, monitoring that employees do not participate in such and some even insist that those who participate in side hustles resign (Fini et al., 2017; Vaznyte et al., 2021). This hostility causes hybrid entrepreneurs to hide their side hustles (Davis, 2018). Davis (2018) mentioned a lawyer in his study, who was part of the restaurant take-out delivery business as his side hustle who cancelled delivery calls whenever it was his employer ordering. This lawyer did not want his employer to know that he makes food deliveries as a side hustle after hours. 62% of the respondents in the Urbig et al. (2021) study agreed that as time progresses, more and

more employees are going to start business in parallel with their formal jobs. This therefore means that employers will have to recognise the positive consequences and learn to manage the difficulties that come with hybrid entrepreneurship. When employers address the challenges that are associated with hybrid entrepreneurship, they may experience the benefits of it such as increased motivation and innovation.

In summary, the Urbig et al. (2021) study found that there are five progressive outcomes that employers associate with hybrid entrepreneurs and they are as follows: innovativeness, job satisfaction, efficiency, personal development and creating a value proposition for the firm's image. Important to note that these are employers who have worked directly with hybrid entrepreneurs, because employers who have not worked with hybrids are generally pessimistic (Urbig et al., 2021). Three negative outcomes were identified from this study which included reduced flexibility and resilience of the employee, being a misfit in the employer's organisation and misuse of the employer's resources for their own side hustles (Urbig et al., 2021). One last observation from this study was how open employers were to side hustles that were not related to the firm's businesses, to the extent of being willing to allow hybrids to utilise their resources, as long as it is not in conflict (Urbig et al., 2021).

2.8 Conclusion

This chapter discussed the literature that supports the argument presented in the opening section of chapter two. The argument was that hybrid entrepreneurship is a rising phenomenon and there is room to investigate motivations behind it. Secondly, the researcher argued that side hustles require knowledge, skills and competencies and highlighted the importance of investigating the sort of skills that are transferable from side hustles to full-time jobs. Thirdly, the researcher argued that side hustles have advantages and disadvantages and worth exploring what those are on full-time work performance. Fourthly, the researcher argued that side hustles are demanding of the hybrid entrepreneurs' time, energy and resources and wanted to unpack the extent to which these have health implications (using job satisfaction, mentorship support and entrepreneurial persistence as indicators). Lastly, the researcher argued that employers are interested in the productivity of their employees and therefore intriguing to understand what their views are on side hustles.

The literature gaps that this study will close will be on hybrid entrepreneur and full-time work performance. As Ardianti et al. (2022) pointed out, the area of hybrid entrepreneurship in general has been neglected and it is only getting attention in recent years, but as I mentioned before, the studies that have attempted to tackle the topic have diluted it by lumping hybrids with other worker types that are not the same as hybrids. On motivations Meng et al. (2023) pointed out that motives behind hybrid entrepreneurship keep evolving and thus making it beneficial to explore this area.

Regarding transferable skills, current studies are predominantly focused on how skills influence one to be a hybrid entrepreneur. An example is the Kurczewska et al. (2020) study that focused on the latter and does not cover how transferable the skills are from one domain to another and what it means for full-time work performance. Kurczewska et al. (2020) acknowledged that there is not enough research that speaks to hybrid entrepreneurs' knowledge and skills, particularly those skills that they are constantly developing through their doubled career experiences.

On the wellbeing of hybrids, a gap in academic literature and relevant studies has been reiterated (Ardianti et al., 2022; Demir et al., 2022; Bouwhuis et al., 2017). The same applies to employer attitudes on side hustles, that is, this study will close the gap highlighted by Urbig et al. (2021) of not having enough literature on the topic. Urbig et al. (2021) highlight that the more attention employer attitudes get in research, the more policy makers can draw up programmes that speak particularly to hybrid entrepreneurs and the more knowledgeable and skilled employers will be in managing hybrid entrepreneurs.

3 Chapter 3: Research Questions

3.1 Introduction

This research study aims to explore the role of side hustles on full-time work performance. Meng et al. (2023) support this main research question by stating that there is a gap in research in terms of how side hustles affect full-time job performance. Five research sub-questions have been drawn up as part of the research aims to ensure that the main research question is answered. The sub-questions cover the motives behind hybrid entrepreneurship, skills that are transferable from side hustles to full-time jobs, the wellbeing aspect of hybrid entrepreneurship, perceptions of the hybrid entrepreneurs' performance while engaged in both domains and employer attitudes towards side hustles.

3.2 The Main Research Question

Based on the literature surveyed and the identified gaps in the scholarly literature (Meng et al., 2023), the main research question was formulated, and it reads as follows: Exploring the role of side hustles on full-time work performance.

3.3 Research Sub-Questions

To gain insights into the role of side hustles on full-time work performance, there are elements of the topic which need to be unpacked. These elements are covered in the sub-questions that follow.

3.3.1 Sub-Question 1

What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?

This question aims to explore the motivations behind hybrid entrepreneurship. Even though there may be, what seems to be a plethora of literature around the motives, a lot of it dates back to more than a decade ago (Folta et al., 2010) and most recent authors have indicated that there could be new reasons based on new entrants and new circumstances (Meng et al., 2023)

3.3.2 Sub-Question 2

To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?

This question aims to explore if involvement in side hustles by full-time employees enables them to acquire skills that are useful in their main jobs. The question will help gain insights into the sort of skills that are acquired and the extent to which they play a role in enhancing full-time work performance. The literature surveyed covered how skills, knowledge and experiences influence one to become a hybrid entrepreneur (Kurczewska et al., 2020) and left a gap on how these skills contribute towards effective execution of tasks in the formal job.

3.3.3 Sub-Question 3

How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?

This question aims to gain insights into the sort of strategies hybrid entrepreneurs employ to ensure satisfactory performance in full-time employment. The literature review showed how pressure from straddling both worlds typically causes hybrid entrepreneurs to abandon their side hustles (Asante et al., 2022; Caliendo et al., 2020), but does not mention what successful hybrid entrepreneurs do to get the balance right (Meng et al., 2023).

3.3.4 Sub-Question 4

What role do side hustles play in the hybrid entrepreneur's well-being?

This question aims to investigate the extent to which side hustles affect the hybrid entrepreneur's health. Previous studies (Mungaray and Ramirez-Urquidy, 2011; Bouwhuis et al. 2017) focused on the health implications of multiple jobholders with limited findings. This study will not focus on multiple jobholders because that may include "moonlighters", whereas this study is focused strictly on hybrid entrepreneurs. The question of how enriching or depleting side hustles are in terms of health remains largely unexplored (Campion et al., 2020).

3.3.5 Sub-Question 5

What are the employers' attitudes towards side hustles?

This question aims to gain insights to explore, from the point of view of the hybrid entrepreneur, what their employers' attitudes are towards side hustles. There is a need to explore this dimension because the literature shows that employers do not know how to effectively manage hybrid entrepreneurs, and unpacking this has policy implications (Urbig et al., 2021).

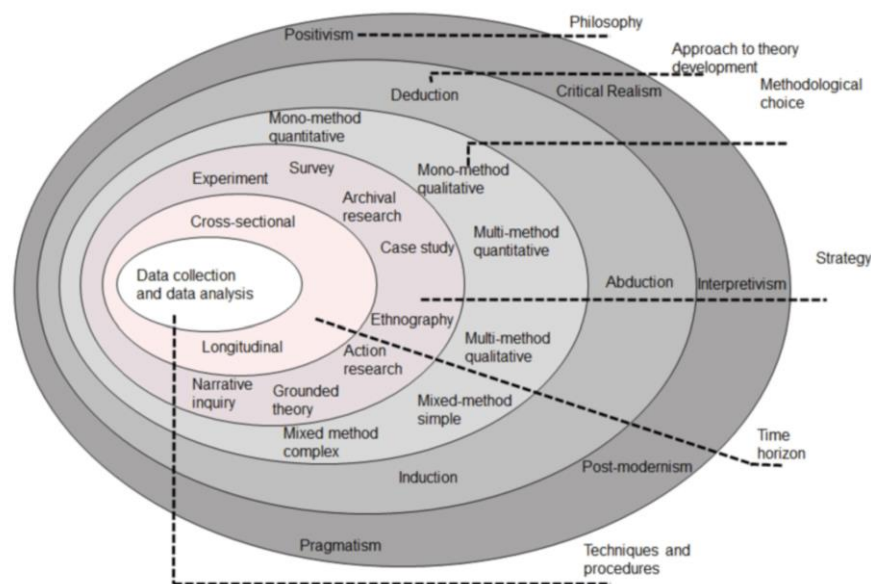
4 Chapter 4: Research Methodology & Design

4.1 Introduction

The research methodology used for this study is described in this chapter. The research design, data sampling, data collection, and data analysis all adopted a qualitative, exploratory methodology. The information was gathered through in-person, one-on-one, semi-structured interviews with hybrid entrepreneurs. The quality controls and study limitations are presented as the chapter comes to a close.

4.2 Research Methodology & Design

Following the research onion metaphor this section discusses research design starting from the outer layers, moving inwards towards the core of the “onion”. To that end, the following section will discuss the research philosophy that will be followed, the approach to theory development, the methodological choice, the strategy, the techniques and procedures and the time horizon of the proposed research. (Saunders et al., 2019)



Research onion (Saunders et al., 2019, p. 108).

Figure 2: The research onion (adopted from Saunders et al., 2019)

4.2.1 Research philosophy

The philosophy that this research followed is interpretivism, which can be described as “a philosophy which advocates the necessity to understand differences between

humans in their role as social actors” (Saunders et al., 2015: 109). Interpretivism, in this context was relevant to help draw conclusions based on the hybrid entrepreneurs’ perspectives and interpretations. Interpretivism is relevant because as Gummesson (2003) explains, interpretive methods in the world of business help us understand the complex phenomenon that we may be trying to make sense of. Interpretivism in business research can help us understand almost anything, from the complexity that comes with the business world, to products, markets, consumer behaviour, services and so forth (Gummesson, 2003). Not only that, but it also enables strategies, actions and events that need to be taken post conducting research (Patton, 2002; Gummesson, 2003). Regarding this study’s research topic, one was trying to understand the role of side hustles on full-time work performance and given the interactive nature of the interpretivism philosophy, it was deemed the suitable philosophy underpinning this research.

4.2.2 Research Approach

This study applied an inductive approach to theory development as the research was not about testing theoretical propositions, but theory building instead. The inductive research approach was more suited because it is flexible and explores all possible reasons rather than being rigid (Saunders & Lewis, 2018). Working on a topic that requires the researcher to dig out motives behind hybrid entrepreneurship requires an inductive approach. Researching the sort of skills that aid hybrids to straddle both side hustles and full-time employment requires an inductive approach. Trying to ascertain the sort of strategies that hybrids employ to ensure that they are successful in both domains requires an inductive approach. When attempting to understand hybrid entrepreneurship and wellbeing and hybrid entrepreneurship and employer attitudes it is prudent to leverage the inductive research approach.

The inductive research approach is the appropriate method when not much is known about the topic (Woo et al., 2017). One can go as far as arguing that even if there is some information known about the phenomenon and there are other deeper insights that are sought, an inductive approach is still suitable. In this study, an inductive research approach was achieved by analysing the data obtained through the interviews and arranged it according to the common themes that provided answers to the research sub-questions (Saunders & Lewis, 2018; Creswell et al., 2007).

4.2.3 Research Methodological Choice

This study landed itself on qualitative research. The question of whether to use qualitative, quantitative or mixed methods research depends on the type of knowledge the researcher wants to produce, unearth or build (Davies and Hughes, 2014) and to that end attempting to understand the role of side hustles on full-time work performance necessitated conversations with the participants, and to gather data points around hybrid entrepreneurship entry, skills that they acquire in side hustles that help them in formal employment, the health implications of side hustles and employer attitudes towards their side hustles.

Qualitative research was suitable for this study because of its interpretive practices that help to make sense of the world (Davies and Hughes, 2014). As per the qualitative research practices, the researcher had to keep field notes, interviews, conversations, and recordings (Saunders & Lewis, 2018; Davies and Hughes, 2014). Qualitative research studies things in their natural settings in an attempt to make sense of certain phenomena (Davies and Hughes, 2014; Patton, 2002). As mentioned earlier, the research philosophy of this study is underpinned by interpretivism and that the approach is inductive, it then follows that the research method is qualitative. The mono-method qualitative methodological choice was made as the researcher had to conduct 20 interviews using a semi-structured interview guide and maintaining consistency was key.

Whereas some of the previous studies that looked at a similar topic also used the qualitative method (Karczewska et al., 2020; Sessions et al., 2021; Ferreira, 2020, Pollack, 2019, Demir et al., 2022; Bögenhold & Klinglmair, 2017), some used mixed methods (Bouwuis et al., 2017). The latter study did not yield useful results as previously pointed out in the literature review chapter.

4.2.4 Purpose of research design

As explained by Saunders & Lewis (2018), the purpose of research design can either be exploratory, descriptive or explanatory. Whereas descriptive studies are aimed at producing a precise representation of situations, events or people, explanatory studies focus on studying the circumstance to explain the relationships between variables (Saunders & Lewis, 2018). Exploratory studies on the other hand are aimed at gaining new insights and bringing in new angles to the topic (Saunders & Lewis, 2018), which

is precisely what this study aimed to do. Even though it may seem like there was a plethora of research about hybrid entrepreneurship entry motives, there is new information suggesting that there may be new insights given the VUCA (Volatile, Uncertain, Complex and Ambiguous) world that we live in (Meng et al., 2023; Taskan et al., 2022). In relation to the other sub-questions as well, which were listed in Chapter Three, the researcher seeks to gain new insights into skills, health and employer attitudes. Furthermore, previous studies were fixated on the entrepreneurial persistence part of hybrid entrepreneurship (Asante et al., 2022; Thorgren et al., 2014; Folta et al., 2010) and factors affecting transition from hybrid entrepreneurship to full-time employment (Demir et al., 2022; Walsh & Stephens, 2022; Kurczewska et al., 2020; Folta et al., 2010) and neglecting the role of side hustles in formal employment. Consequently, pursuing this different angle of hybrid entrepreneurship calls for an exploratory research design.

4.2.5 Research Strategy

The research strategy for this study is based on phenomenology. As highlighted by Reiter et al. (2011), phenomenology demands that a review of professional and research literature be completed in preparation for the study. Phenomenology is not like grounded theory where the literature review is not that extensive (Reiter et al., 2011). In this study, a comprehensive review of the literature was completed, looking into hybrid entrepreneurship push factors, how hybrids utilise their knowledge and skills in both domains, previous studies on side hustles and health implications and employer attitudes. Based on the main research question and sub-questions, phenomenology was best suited. It is self-explanatory that the research question seeks to understand the hybrid entrepreneurship phenomenon and wanted to understand it from the perspective of the participants (Tracey, 2019) hence the relevance of this strategy.

4.2.6 Time Horizon

The time horizon was cross-sectional as it was a “snapshot” of the hybrid entrepreneurs’ thinking or views at the time of interviews.

4.3 Population

Research population refers to the group that is the subject of research interest (Melville and Goddard, 1996). The population selected for this study comprised individuals who

are full-time employed while running side hustles for longer than a year. This selection was in alignment with the definition of hybrid entrepreneurship which was flashed out in Chapters One and Two of the study. Some of the opening questions in the interview was a suitability test for the participants. Opening questions asked if they are full-time employed, where they work and if they have side hustles and for how long they have been engaged in side hustles.

4.4 Unit of Analysis

The study adopted the definition that is provided by Silverman (2004) and Blanche et al. (2006) on the unit of analysis. To that end the unit of analysis for this study were individuals who are “side hustlers” or hybrid entrepreneurs, that is, employees who own side businesses while full-time employed. Hybrid entrepreneurs were the focus of the analysis in terms of ascertaining motives for engaging in side hustles, the skills they use, the health implications of engaging in both, employer attitudes and overall impact on full-time work performance.

4.5 Sampling Method and Size

Bernard (2013) and Saunders & Lewis (2018) have provided explanations of probability and non-probability sampling. Non-probability sampling involves choosing a sample when there is no complete list to work with, whereas probability sampling involves choosing a sample at random from a full list of the population (Saunders & Lewis, 2018; Bernard, 2013).

Non-probability sampling was used for this research. It was purposive sampling, where the snowballing technique was applied. Referrals to other business owners who are full-time employed were sought while also pursuing the contacts that the researcher was aware of, who were willing and able to participate in the study. Non-probability, purposive sampling was suitable for the study because participants had to meet the criteria of the research question being asked. Random sampling would not have worked as the criteria of participants sought were specific.

The sample size associated with phenomenology is typically 12-18 interviews (Creswell, 1998). The length of the interviews also determines the number of interviews to be conducted. The longer the interviews, the fewer the respondents and the other way around. For this research 20 interviews were conducted with hybrid entrepreneurs.

The phenomenology research design was chosen deliberately to ensure that the selected population had some experiences of the phenomenon being studied (Vagle, 2018).

There were twenty hybrid entrepreneurs in the sample. Reaching data saturation, or collecting data until no fresh information is found is normal in qualitative research (Morse, 1995). The researcher noted that saturation was attained between interviews 17 and 18, indicating that the number of interviews done was enough. As shown by the saturation graph in Figure 3 below, this was the time when participants were giving similar answers and no new information was being brought up.

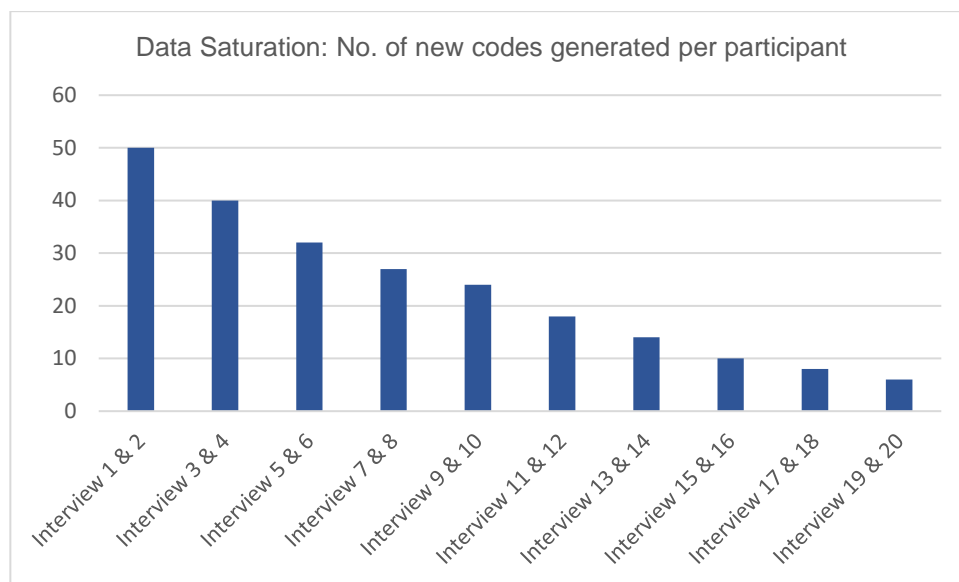


Figure 3: Data Saturation: Number of new codes created per participant.

4.6 Research Instrument

Research instruments allude to the mechanisms of drawing out the relevant information for the research project (Birmingham & Wilkinson, 2003). Research instruments can include questionnaires, prototypes, checklists, interview guide and so forth. For this study, the research instrument was an interview guide as attached in Appendix 2.

The interview guide was created to address the research question and sub-questions detailed in Chapter Three. It encompassed the research objectives, the introductory section that elucidated the study's purpose, and clarified the commitment to confidentiality by not disclosing names for reporting and data analysis purposes. Initial

questions aimed to elicit information about the nature of participants' full-time employment, while also probing into details about their side hustles. Concluding questions were incorporated to afford participants the chance to offer additional comments.

An overview of the alignment between the chosen interview questions and the research sub-questions is provided by the consistency matrix that is displayed below. It also provides support for the formulation of these questions by illustrating how well they correspond with the extant literature.

Table 1: Consistency matrix related to the research questions

Consistency Matrix		
Research Questions	Literature Review	Data Collection Tool
Main Research Question: Exploring the role of side hustles on full-time work performance	Meng et al. (2023)	Questions 3a, 3b, 5a & 5b in the interview guide
Sub-Research Question 1: What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?	Demir et al. (2022); Klyver et al. (2020); Luc et al. (2018); Raffiee and Feng, (2014); Folta et al. (2010)	Question 2a & 2b in the interview guide
Sub-Research Question 2: To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?	Kurczewska et al. (2020); Xi et al. (2017); Solesvik (2017); Ferreira (2020); Petriglieri et al. (2019); Ashford et al. (2018), Davis (2018); Wegman et al. (2018)	Questions 4a & 4b in the interview guide
Sub-Research Question 3: How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?	Sessions et al. (2021); Greenhaus (2018); Newton et al. (2020); Haddon, 2018	Questions 3a, 3b, 5a & 5b in the interview guide
Sub-Research Question 4: What role do side hustles play in the hybrid entrepreneur's well-being?	Shir & Ryff (2021); Stephan, (2018); Warr (2017); Wiklund (2019); Ardianti et al. (2022); Haddon (2018); Bouwhuis (2017)	Question 6a, 7a, 7b, 9a & 9b in the interview guide
Sub-Research Question 5:	Walsh & Stephens (2022); Urbig et al. (2021); Kuratko et al.	Questions 8a, 8b, 9a & 9b in the interview guide

Consistency Matrix		
Research Questions	Literature Review	Data Collection Tool
What are the employers' attitudes towards side hustles?	(2014); Pitsakis et al. (2015); Umphress et al. (2013); Clark (2018); Dunn (2020); Rodell (2013); Viljamaa & Varamäk (2015)	

4.7 Data Gathering Process

Interviews were carried out using Microsoft Teams, an online platform that permitted the recording of sessions with participants' consent. The interviews were conducted from August 8 to September 21, 2023, with each session lasting between 45 to 60 minutes. The interviews followed a semi-structured format, facilitating guided conversations that encouraged a two-way exchange and permitted participants to provide open-ended responses.

The researcher removed identifiers from the signed consent letters in accordance with the commitment stated in the consent letter (see Appendix 1). The consent letters that were signed as well as the video recordings were then safely saved on Google Drive to prevent loss. The GIBS Research Ethics Committee will specify how long the video recordings are kept on the Google Drive platform.

For easier ATLAS.ti processing, the researcher transcribed the web recordings. The transcripts did not include identifiers, and no outside or third-party transcriber was used for this procedure.

4.8 Data Analysis Approach

The interview transcripts were read multiple times to unveil new information, allowing the researcher to extract noteworthy quotes. During this process, categories and themes were identified. The analysis was organized to cluster these categories and themes, capturing their essence. Subsequently, a summary of the table containing these categories and themes was generated. A cohesive narrative was crafted, involving the translation of categories and themes into narrative arguments, supported by verbatim extracts. This approach facilitated the articulation of the findings in a

written form. This interpretive phenomenological approach to analysis is the approach recommended by Smith and Shinebourne (2012) and Willig (2008).

In summary the data analysis approach entailed the following:

- Ensuring that the interviews are transcribed.
- Analysing the data by using the ATLAS.ti software.
- Developing categories, themes or codes to explain the information (thematic analysis).
- Attaching relevant categories to units of information.
- Offering solid, clear and logical arguments that support the findings.
- Using thematic coding.
- Ensuring confidentiality by not reporting the names of the participants.

4.9 Validity and Reliability

Validity pertains to the intended measurement purpose of the research study (Bell et al., 2019). To uphold the validity of the study, the researcher established an appropriate time scale, completing data collection within six weeks. Additionally, the researcher avoided using probes that might lead participants to respond in a guided manner. The chosen research methodology and sampling approach were well-suited for achieving the study's objectives.

Throughout all phases of the research process, the researcher made multiple efforts to safeguard the integrity of the study. This involved conducting fieldwork as originally intended and making evidence accessible for independent scrutiny (Meyrick, 2006). To enhance rigour, the researcher interviewed 20 hybrid entrepreneurs and took measures to achieve data saturation (Maxwell, 2008).

To ensure confirmability, recordings and transcriptions were completed. To ensure transferability, purposive sampling was used, as mentioned before. To ensure dependability, filed notes have been stored with care. The transcripts and recordings have been stored on Google Drive.

4.10 Limitations

The constraints inherent in the research design and methodology of this study can be outlined as follows:

A primary constraint of the interviews lay in the potential for participants to provide incomplete or less-than-candid responses to the researcher. Notably, when queried about their performance in full-time work, a majority of participants portrayed their performance in a favourable manner for example.

The sample size of 20 interviews with hybrid entrepreneurs was perhaps bigger than desired as saturation was reached quickly. It is worth pointing out, however, that a few new data points continued to be generated with new interviews.

The composition of the sample was skewed more towards males than females which may cause challenges with generalisability.

4.11 Conclusion

This chapter delineated the design of the research paper, offering insights into the sampling approach, measurement tool, and the methodology for gathering pertinent data. Furthermore, limitations of the study were acknowledged. The following chapter will unveil the results stemming from the research design and methodology elucidated in this section.

5 Chapter 5: Results

5.1 Introduction

In the preceding chapter, the methodology and research design, specifically the exploratory, qualitative investigation into the impact of side hustles on full-time work performance, were elaborated upon. This chapter furnishes information about the utilised sample, outlines the coding themes, and ultimately presents the outcomes of the conducted interviews. The results are delineated and expounded upon within the framework of each research sub-question.

5.2 Sample Description

A total of 20 participants participated in this study, all of whom met the criteria of the being full-time employed while running side hustles. In terms of age, half the participants covered the age range between 30 to 40 years and the other half covered the age range between 40 and 50 years. The gender split comprised of 3 females and 17 males as seen in Figure 4 below.

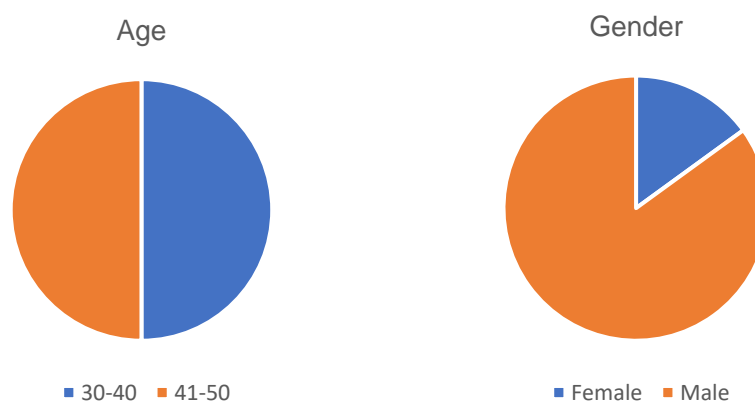


Figure 4 – Gender and Ages of Participants

The twenty hybrid entrepreneurs who participated in this study came from different industries, held different jobs, at different levels of management and participated in different kinds of side hustles. All interviews took place via Microsoft Teams. Table 2 represents the data of the twenty participants presented in the study. The participants' identities have been concealed to safeguard their privacy, and distinctive participant codes have been allocated to each individual. One interesting point to note is that three of the participants (P7, P14, & P15) participate in side hustles that are the same as their full-time jobs and therefore constituting conflict of interest.

Table 2: Research Study Participants

Participant Code	Job Title	Level of responsibility	Job-related Industry	Side hustle Industry
P1	Transactional Sales Manager	Middle Management	Banking	Manufacturing
P2	Executive Head B2B	Senior Management	Telecommunication	Audit, Risk & Finance Services
P3	Group Legal and Corporate Affairs	Senior Management	Mining & Manufacturing	Farming (Goats)
P4	Senior Manager, Loyalty & Value	Middle Management	Broadcasting	Videography Services
P5	Senior Clinical Research Associate/PM	Senior Management	Pharmaceuticals	Legal Services, General Supplies & Construction
P6	Sales Engineer	Middle Management	Information Technology	Manufacturing
P7	Corporate Affairs Business Partner	Middle Management	Book Publishing	Corporate Affairs & Cleaning Services
P8	Senior Java Developer	Senior Management	Information Technology	IT Consulting
P9	Head of Project Management Office	Senior Management	Information Technology	Farming (Cows)
P10	Sales Director, SADC	Senior Management	Financial Technology	Engineering
P11	Mine Accountant	Junior Management	Mining	Hair & Beauty
P12	Operational Manager	Middle Management	Information Technology	Manufacturing
P13	Head Corporate Finance & Projects	Senior Management	Healthcare	Properties, Finance & Tourism Services
P14	Lead Mechanical Engineer	Senior Management	Engineering	Project Management Services
P15	Contact Centre Manager	Middle Management	Telecommunication	Telecommunication
P16	Head of Mechanical Engineering	Senior Management	Engineering	Manufacturing
P17	Project Manager	Middle Management	Water Infrastructure	Ice Supply
P18	Operations Manager	Senior Management	Manufacturing	Project Management Services
P19	Finance Modeler	Middle Management	Information Technology	Property Management
P20	Head Financial Strategy	Senior Management	Standards Development	Financial Services

The number of years the hybrid entrepreneurs have been involved in side hustles while working full-time varied from one year to nineteen years as shown in Figure 5 below. Whereas some hybrid entrepreneurs ran their side hustles by themselves, some were co-owned. For example, eight participants (P1, P3, P6, P10, P12, P13, P15 and P19) co-owned their side hustles with their business partners and the remaining twelve participants owned their side hustles by themselves. Another observation worth pointing out is that whereas some hybrid entrepreneurs owned one side hustle, some owned two to three side hustles. Two participants (P1 and P7) owned run two side hustles and three participants (P2, P5, and P13) owned three side hustles.

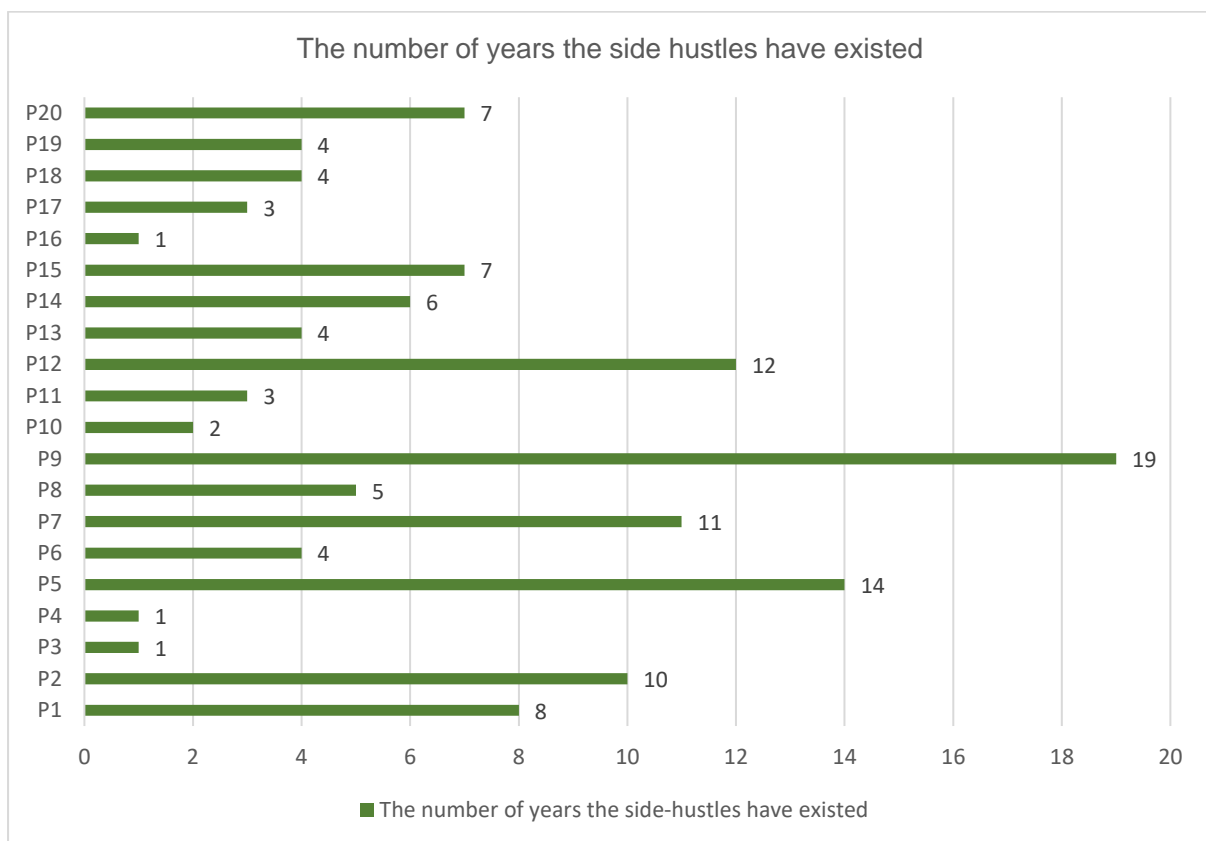


Figure 5 – Graph showing how long the side hustles have in operation

5.3 Themes from Code Groups

The sub-questions that were highlighted in Chapter 3 helped to guide the process of coding groups and leading to themes as seen on table 3 below. It is important to highlight that the inductive coding approach was followed and that the ATLAS.ti software was used to generate codes and to complete the thematic analysis. The system was loaded

with twenty transcripts and the coding process produced a total of 220 codes and 626 quotations.

Table 3- Themes from Code Groups

Research Question	Themes
Sub-question 1 - What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?	<ul style="list-style-type: none"> • Financial Freedom • Supplementing income • COVID-19 • Gaps in the market • Job retrenchments • Pursuit of passion • Needs fulfilled by side hustles
Sub-question 2 - To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?	<ul style="list-style-type: none"> • Business Acumen • General Management • Technical skills • Soft skills • People Leadership • Skills from job to side hustle
Sub-question 3 - How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?	<ul style="list-style-type: none"> • Forms of support (Colleagues, Family, HR, Technology) • Choice of side hustles • Not over-committing on side hustle workload • Hours worked • Challenges in balancing the two • Prioritising full-time work
Sub-question 4 - What role do side hustles play in the hybrid entrepreneur's overall well-being?	<ul style="list-style-type: none"> • Lack of sleep • Stress • Burnout • Fatigue • Lack of work-life balance • Lack of mentorship support • Use of annual leave • Stress coping mechanisms

Research Question	Themes
Sub-question 5 - What are the employers' attitudes towards side hustles?	<ul style="list-style-type: none"> • Disclosure of side hustles • Employer attitudes • Fear of talking about side hustles

5.4 Results

The results will be presented under each research sub-question. Responses will be linked to the five research sub-questions to demonstrate the type of information that transpired during the interviews. The list of codes for the different sections is attached in the appendices. It is important to point out that quotations have been written down verbatim and have not been edited for grammar or language.

5.4.1 SQ1: What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?

This question aimed to explore the motivations behind hybrid entrepreneurship. The aim was to ascertain the push factors to hybrid entry and get a view of whether there are similarities or differences to what the literature review indicates.

Financial Freedom & Supplementing Income

The majority of participants cited financial reasons, that is, the need to make extra income, to supplement their salaries and obtain financial freedom. One participant even went as far as explaining what he means by financial freedom, that is, the ability to generate the same amount of income as his formal job, so that when he leaves wage work, his lifestyle is not negatively affected. Some alluded to the current state of the economy and how one source of income can never be sufficient.

“In the current economic times that we're in, honestly, waiting for one source of income out of experience, one has seen that it may not be viable. As a result, it is very advisable that, to keep up with that financial freedom that you need, you need to come up with a side hustle of anything that you may be interested in” (Participant 3)

“I wanted to also be independent, you know, I didn't want to live on a salary, you know, every month, you just looking at the 25th, or the 27th, to the 30th, that didn't sit well with me. So I wanted to generate extra income.” (Participant 7)

“So money is an obvious one. That goes without saying, I mean, all of us, at least we start the side hustles looking to make some extra revenue to supplement our more formal jobs” (Participant 18)

Wealth Creation

Whereas other participants referred to financial freedom as indicated above, others emphasized wealth creation. The latter expressed the need to not only build for today (and satisfy pressing financial income needs for today) but to build for tomorrow as well, leaving long-lasting legacies. To that end, wealth creation came up a couple of times as a reason for hybrid entrepreneurs to engage in side hustles.

“And you cannot in any way build transgenerational wealth through a single source of income” (Participant 13)

“I do have aspirations of reaching a certain level of wealth. So those have always been there for a long time” (Participant 19)

COVID-19 Pandemic

Three participants mentioned the COVID-19 pandemic as one of the push factors for hybrid entrepreneurship entry. The pandemic inspired these hybrid entrepreneurs to engage in side hustles because of the precarious nature of their jobs. Whereas some were experiencing salary cuts and some were facing job losses, they were inspired to engage in side hustles. The salary cuts were due to the limited hours that had to be worked during the COVID-19 pandemic outbreak. Due to lockdown periods where people were required to stay at home if they were non-essential workers, some of these participants faced cuts in wages. The repercussions of reduced wages had a huge impact because some of the participants could not meet all their financial obligations.

“The COVID situation made it clear that you needed extra income and a backup plan in case things went south. So we saw this opportunity because we have, our background is in telecommunications so I saw that opportunity. And we designed and used our

technical knowledge to provide a solution and we can sell in the industry in addition to what we have in terms of my full-time job.” (Participant 6)

“Okay, so our company was established about, I would say, two years ago, soon after COVID. Because that hit us so hard. And then one, you know, at that time, the human resources people would say, no work, no pay. But for those specific services that were critical at the time of which I fell under, they had to sort of do sort of reduced work. So it was at that time where I felt no man, if one had a side hustle, they would have managed to, you know, have some extra finances where they could deal with financial obligations as and when they became due.” (Participant 3)

Identifying gaps in the market

What is interesting to note is that even though most participants alluded to financial reasons as push factors for starting side hustles, there are few that referred to the fact that they were filling gaps in the market when they started their businesses. So these participants were not pressured by financial needs to start side hustles. They simply realised that certain services or products were needed and decided to fill the gap.

One participant is in the telecommunication industry and together with his partners, realised that cabinets to secure network infrastructure are needed due to network cable theft. The other participant wanted kiddies hair salons around her area for her two daughters and after struggling with this for a while, she decided to open her own salon. The other participant comes from a very hot region in Mpumalanga and when he visited home, there would be no ice to drink water or beverages with. He then decided to start selling ice in that area, and to his surprise, the business was booming even in Johannesburg.

All of the above-mentioned businesses grew beyond the founders' initial thoughts. The network infrastructure business now secures business from the top telecommunication companies in South Africa. The kiddies salons have opened more branches in Brakpan and Pretoria. The ice-selling business has branches in Alexander and Boksburg.

“Okay, so I started the kiddies salon, because I'm a mother of two girls. They inspired me to go into the business because I struggled to find a suitable place to take my girls. In the area that I live in, most adult salons don't accommodate kids, they're not patient

with kids. And the environment is just, you know, kids don't even want to be there, because it's just not suitable for them. So I decided to venture into the business by doing a bit of research and started it.” (Participant 11)

“I think what motivated mostly, is where I'm from. I'm from Lowveld Mpumalanga. So it's really, really hot. So we normally struggle a lot when I'm home to get ice. So one of the days we were just chilling with my friends and I was like, okay, guys, let's start an ice business. We didn't know anything about it. It was just an idea from 2018 did a bit of research the whole of 2019, lockdown in 2020, when they opened in November, we started the business.” (Participant 17)

Job Retrenchments

Another recurring theme was the issue of using side hustles as a buffer to retrenchments. Five participants mentioned this as a separate point to the job threats that were caused by COVID-19. These were retrenchments that were not connected to the pandemic but due to the poor performance of their firms. Two participants had been retrenched before and three participants were going through the process of being retrenched as they were being interviewed. One could tell from their tone and emotions that the process had caused them trauma and that they wanted to do everything in their might to ensure that they had some kind of buffer should history repeat itself. What struck the researcher was when Participant 14 reiterated that “a permanent job is not permanent.”

It is important to highlight that post-retrenchment, two of the participants used the skills acquired in their formal jobs to start side hustles. They did not see the need to learn something new, they continued engaging in side hustles that were similar to their day jobs. One participant discussed at great length how the retrenchment process could have left him exposed and unable to take care of his family. He left a huge responsibility towards his family and did not like the thought of not being able to take care of them.

“I think for me, it's always been one of those bugging issues in my head, because having come from being retrenched at a certain point, and being home for a couple of months, or one year, I've always held the view that you need to always have multiple streams of income to just have that buffer should anything happen. The engineering industry is very liquid, anything can happen anytime. You know, a permanent job is not really a permanent job. I've always had that at the back of my head to say, you know, I need to

have a side hustle to also afford me that buffering should anything happen in the industry.” (Participant 14)

“Um, I mean, at the beginning, it was due to unfortunate situation where I had to part ways with my other previous employer. And I found myself having not having any, any job for a moment. And I thought, you know, I do have the skill. You know, I might as well just start something in the meantime, while I'm looking.” (Participant 20)

Pursuit of Passion

Two of the twenty participants attributed the existence of their side hustles to passion. These participants were not pressed for cash. They perceived their side hustles purely as passion projects. One of the participants is passionate about cars and consequently, ventured into a business that creates car parts for racing vehicles. The other participant expressed that he had always taken an interest in agriculture and farming and hence he ended up having a side hustle in goat rearing.

“Something where you won't be tied really contractually to doing to earn money, but it will be more like passion. I've always had passion for agriculture, animal husbandry, crop, rearing, all those kinds of things.” (Participant 3)

“Oh the reason why I'm into motorsport is that from a very young age I've always, liked, any other boy, I've always liked the cars, or just the mechanics behind it, and thinking that we gonna design cars into the future. So that's why within high school, I did a lot of mechanical engineering subjects, including drawing and so on. Now, I would draw cars from an early age in class, even in high school, then I went and studied mechanical engineering. So I think, halfway into varsity, I bought my first car and ever since whatever car I buy, I must fix something or modify something in it to custom suit my demand.” (Participant 16)

The needs fulfilled by side hustles

Participants were asked to explain if any other needs are fulfilled by the side hustles that might not be met by their formal jobs. Words such as belonging, flexibility, creativity, social impact, autonomy and ownership came up. As illustrated in Figure 6 below, autonomy and ownership are the words that came up the most.



Figure 6: Word cloud describing needs fulfilled by side hustles

One participant felt that his side business gave him a sense of belonging because he knew that he could always go back to his business that he had been running for nineteen years, whereas his formal job was not secured. The majority of the participants felt that their side hustles gave them a sense of ownership because they were fully in control of their businesses' affairs. The latter also linked to autonomy which the majority of them expressed. The fact that they can make decisions in their businesses without being restricted by their employers' policies and procedures is what they enjoy the most. The social impact component was around job creation. The three participants who mentioned it linked the job opportunities they created to social impact.

The participant who mentioned flexibility was referring to the flexibility that comes with deciding when and how to deliver the side hustle related work. There are no strict instructions from the employer. This links to creativity and three participants mentioned that they always look forward to being creative and trying new things in their side hustle because they have the leeway to try different things.

Financial Reasons vs Non-financial Reasons

When the participants were asked directly about if whether or not financial reasons played a significant role in the hybrid entrepreneur's decision to start the side hustle, 6 of the participants said no and 14 answered yes (as shown in Figure 7 below).

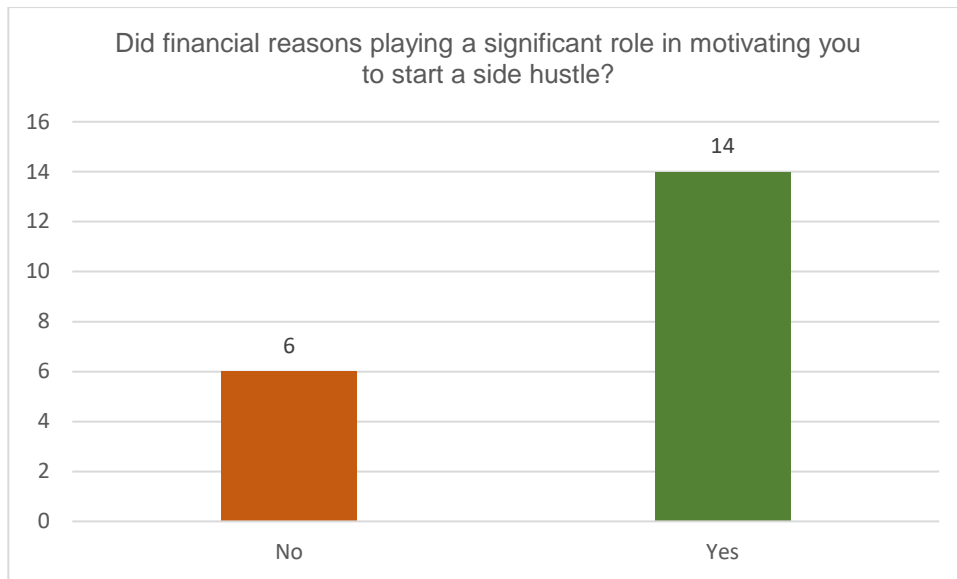


Figure 5: Asking if financial reasons played in role in deciding to start a side hustle

Figure 7 above was a great insight in terms of demonstrating that it is not all hybrid entrepreneurs who are motivated by money.

Summary of Findings for Research Sub-Question One

The responses to question one showed that there are different motivations for different hybrid entrepreneurs in terms of why they engage in side hustles. Whereas some enter for financial reasons, some enter for non-financial reasons. It was evident that those who are driven by financial reasons, are motivated by goals of financial freedom, supplementing their income and wealth generation. This category extends to those who want to secure a second stream of income due to insecurities brought about by events beyond their control such as COVID-19 and general retrenchments. Even though most hybrid entrepreneurs enter side hustles for money, there are other motivating factors such as the pursuit of passion, filling the gap in the market, and so forth.

5.4.2 SQ2: To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?

This question aimed to explore the extent to which involvement in side hustles by full-time employees enables them to acquire skills that are useful in their main jobs. The question would help gain insights on the sort of skills that are acquired and the extent to which they play a role in enhancing full-time work performance.

Business Acumen

When asked about the sort of skills they have acquired through their side hustles which have proven useful in their full-time jobs and thus improving their performance, most of the participants pointed out that their side hustles require them to be “all-rounders” in terms of business knowledge and skills because they run their businesses end-to-end. Their businesses require them to play multiple roles. Their side hustles made them business savvy and have the big picture of how businesses are run.

“I'm literally everything in the company. I'm the founder, the CEO, the finance guy, the technician. I'm literally everything. So yes, I do have guys that are working under me. But I'm still their supervisor. So at some point when something breaks, they call me.”
(Participant 17)

“When the business is entirely on your shoulders, you are fully responsible for the legal aspects, for the marketing, for the financial aspects, you know, the technical things, operational issues, you need the ability to think broadly.” (Participant 19)

“A lot of business acumen comes from the side business. Because then there you do everything end to end, you register an official company, you do your tax returns, you do your things for labour for your employees. So you understand the entire business value chain.” (Participant 9)

General Management

Linked to the Business Acumen mentioned previously, the opportunity to play multiple roles in their side hustles enhances the hybrid entrepreneurs' general management skills. Participants mentioned that their formal jobs give them limited exposure to business because they only work on the functions they are hired for. For example, if one's day job is in Finance, then that is the only thing the employer will hold you accountable for. The side hustle on the other hand, gives hybrid entrepreneurs much broader exposure. They are exposed to the strategic aspects of the business.

“I think the business helps you to become more strategic, depending on also where you are in terms of the organisation. In the business, you're running everything. You're doing strategy, you're running the business end-to-end, you are hiring. So definitely, the business does help people in general management broadly, you have to interview

people. So it might be that maybe in your role, maybe not a people manager, maybe you're a specialist. Maybe you're a doctor, but in your business, you have to hire people. You have to make commercial decisions. You have to forecast you have to understand certain laws that you don't have to understand in your day-to-day job. So it broadens your quality of skills as a manager.” (Participant 2)

“What you don't see in the main job is salaries going out. Things like tax, and all other aspects of keeping a business afloat. So when you run a side hustle long enough, you start realising these things, and you start realising performance of individuals. So you sort of build-up that business acumen and business management role or you sort of put, make it cross into the main employment. You do bring some skills from there. Yeah, so yeah, it's mostly managerial. Let me answer the question like that. It's not always technical, very little technical, but more a business general management approach.” (Participant 16)

Technical Skills

In addition to the skills mentioned above, some participants were very specific about the various technical skills that they have acquired in their side hustles, which help in their full-time jobs. Some of the skills mentioned included Finance, Tax, Accounting skills and so forth. Participants explained how these skills have enabled them to be involved in areas where they ordinarily wouldn't be involved. For example, there is an engineer who referred to updating finances in her projects because her side hustle gave her exposure to how to handle finance reporting. There was another participant who is in Finance but does not deal with taxes in his main job. Due to the taxes that he has had to handle in his side hustle, he now provides input at work when they work on tax matters. The same participant also mentioned a finance system (Draft Works) that he uses in his side hustle which is used in his workplace as well. The use of this system gives him the confidence to provide input at work when they use the system and talk about it.

Another participant emphasized how the skills acquired in the side hustle, have made him a meaningful contributor at Exco (Executive Committee) because his skills are now at the point where he advises the Exco on the types of financial decisions to make.

“I think the one thing that my director said was that I'm starting to take the work away from the finance guys because to me, it makes sense to do it myself. I just do it so my

projects are always up to date in terms of finances and the profits and the losses. So it means I can have my hands in a lot more pots and get the work out quicker because my mentality has been switched to that of running my own business so I run the department as if I'm running my own business.” (Participant 14)

“And then other skills otherwise would be, I think, you know, Accounting, keeping the books correct, making sure we, you know, we understand how to prepare annual financials and so forth.” (Participant 19)

“So one is able to bring the expertise of working capital management from the side hustle into the day job and say, Okay, how do we how do we transpose these learnings into the corporate environment? And that has worked wonders in advising the CFO to get through the hedges of working capital management.” (Participant 13)

Soft Skills

Participants mentioned how their side hustles have helped to sharpen their soft skills. Similar to what was mentioned about technical skills, participants highlighted that these soft skills are transferable to their full-time jobs. Amongst the various soft skills that were mentioned, the following were included: Conflict resolution, Presentation and Communication skills, Emotional Intelligence, Problem-solving, Negotiation, Decision-making, Time Management and Delegation. Different scenarios were shared by different participants of how their side hustles have helped hone their soft skills. One participant spoke about how he presents to clients in his side business all the time and how that has helped his presentation skills in the main job. The other participant mentioned how emotional conflict-resolution initially was for her and how managing conflict at her salon equipped her for work.

“I think to a certain extent, I learned how to ask Um, how to solve conflict in the business without taking too personal. Because when I started, I wouldn't know how to resolve conflict, I'd take everything personal and just want to, you know, feel like a failure and basically cry about it. But running the salon and running and leading so many ladies all from different backgrounds has taught me that you can, it's easier to resolve conflict. And you just need to be level-headed and be firm about what you're trying to resolve. So I think that has helped me a lot in my job in my current job to basically be able to resolve conflict.” (Participant 11)

“It helps a lot because with the position in the full-time job and my business I deal with direct clients from big firms which helps my presentation skills which I need on my day-to-day work experience and improve skills of communication as well and grows my expertise technically which I need on a day-to-day in my full-time job.” (Participant 15)

“My side hustle has taught me problem-solving. You know, because constantly you'll have problems in any business or side hustle that you engage in either sometimes you won't get paid in time. People that you suppose to pick up things from like your suppliers. You know, they have issues Um, so, you know, you kind of become, you know, a problem solver, and your even your work ethic, you know, it kind of increases, because it's all about trust, commitment and doing what you said you will do.” (Participant 5)

People Leadership

People Leadership or Management was one of those skill sets that participants talked about when they referred to skills acquired in their side hustles. It is important to note that this is different from the General Management skills mentioned earlier. Whereas General Management skills are about operating on a high, strategic level, and understanding the different functions of the business, People Leadership is about leading people (whether they are direct reports, peers or general stakeholders). This is about the ability to manage and lead people. One of the participants gave an example of when she was starting as a people manager in mining, when she did not have the confidence to lead her team, particularly because they were older than her. She was not the only one who spoke about the age factor, it came up twice. There is another participant who works in the banking sector, who alluded to the fact that he has to lead people who are older than him and both participants made mention of the fact that their side hustles gave them a good practice run. The experience in their side hustles helps them show up better as leaders in their formal jobs.

“So, being having the business helped me to hone on those skills of being a great leader, and being a fearless leader, and well respected one as well. And now, it also has translated into my work. In my corporate job, they basically every now and then comment that, you know, you've got much more confidence than when you came in, because when I started, I'd obviously you know, lead the meeting. But in the meeting, I'd keep saying,

you guys must tell me what you think, you know, you guys must tell me what you think. But now I know how to inclusive, but also be firm in my decisions.” (Participant 11)

“Dealing with different characters every day from different backgrounds. Learning how to manage them as individuals and not just as employees.” (Participant 15)

“So if you're able to deal with clients in your side hustle, if you're able to deal with suppliers, and how to manage people and how to problem solve, you become a better manager overall, therefore, those skills are transferable into any role, even in a specialist role where you don't have people reporting to you, you probably got a lot of internal customers and people issues and possible conflict. So stuff like that you learn on the job versus in theory.” (Participant 2)

Skills acquired in formal jobs which benefit side hustles

One of the insights gained under the skills sub-question is that it is not always one way, that is, skills gained from side hustles that aid hybrid entrepreneurs in their full-time jobs, but that skills acquired in full-time jobs also aid hybrid entrepreneurs in their side hustles as well. Nine of the twenty participants mentioned that that they have utilised skills acquired in formal employment to build and run their side hustles. These participants engage in side hustles that are similar to what they do at work. As mentioned previously under the job retrenchments section, when those participants found themselves without jobs, they used the knowledge, skills and competencies they had at that time to launch their businesses. Upon securing formal jobs, they proceeded with their side hustles.

Participants explained how they used the knowledge and skills gained in the corporate world to professionalise their side hustles. One participant referred to how attending board meetings at work gave him exposure to how to run board meetings for his businesses. He further explained that tasks such as taking professionally written minutes from those meetings, managing people, using the Microsoft Office suite to produce professionally written documents, and drafting policies to ensure that his side business is well run stem from his experience in formal employment.

“I take from corporate and I give to the business, to corporatize, to plan, to organise, to systems, the way of doing things in business. I take those learnings there for me it is more of a transfer from my work environment to my side hustle around small things, such

as policies, if we've got a challenge with an employee how to resolve it, what's the best way of communicating. What's the best way of writing emails, PowerPoint, why we need to start on time, the element of discipline.” (Participant 1)

“The media one, I think, because of the experience and my background, I wouldn't really say that there's been a shift or that there's been, you know, I've gained any knowledge. I'm using my knowledge to actually support the side hustle.” (Participant 7)

“When I started the company, I was working as a project manager. And then, you know, my side hustle was also something to do with project management. So it was very much like for, like, you know, I didn't kind of deviate much from my skills and my knowledge, I kind of just went along the same path.” (Participant 18)

Summary of Findings for Research Sub-Question Two

The responses to question two showed that there are skills that hybrid entrepreneurs acquire in side hustles which are beneficial in their formal jobs. These skills as highlighted by hybrid entrepreneurs, vary from technical skills to soft skills. They also include general management and people leadership skills. It was interesting to find that there are also skills that hybrid entrepreneurs acquire in wage work that are beneficial in the side hustles. Whereas the sub-research question was one-sided, asking about skills that hybrid entrepreneurs acquire in side hustles, some responses indicated that it can go the other way as well. In terms of skills and performance, the results showed the skills acquired in side hustles help hybrid entrepreneurs perform well in their formal jobs. As one of the participants quoted above explained, she now churns out work faster because in addition to her engineering job, she does her own finances. The downside of being able to perform multiple functions is that it can drive behaviours that may not be appreciated by the employer because they hired Finance people for a reason and for a hybrid entrepreneur to start doing their jobs may be perceived as “trampling on toes”.

5.4.3 SQ3: How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?

This question aimed to gain insights into the sort of strategies hybrid entrepreneurs employ to ensure satisfactory performance in both domains (and ensuring that their primary jobs do not get negatively affected). This question links directly to the main

research question that seeks to understand the role of side hustles on full-time work performance.

Support: Colleagues

Participants spoke about the various support systems that they have, which enable them to focus on their full-time jobs while engaged in side hustles. The first such example was leveraging support from colleagues. There are times when hybrid entrepreneurs are overwhelmed with work deliverables and cannot get to the side hustle deliverables. In order not to disappoint the side hustle clients, colleagues in the industry are called upon to assist. An interesting observation is that these are not colleagues from work, these are people typically in their circles who do the same side hustle as them. It later transpires in the employer attitudes section that is still to come that participants prefer not to talk about their side hustles to work colleagues.

“Okay, so in my instance when I realise that the pressure is on, I get to outsource some of the work to my peers, or maybe some of my colleagues. So if I realise that I won't be able to, to meet the deadline for your project, or realise that this could be challenging for me, I outsource the work or I onboard someone else to assist for the time being. So, yeah, that's how I deal with the challenges and just outsource it or get someone else to help.” (Participant 8)

“I've had to learn to get more people to assist, so there's where networking helps. After an incident where I knew I was just not going to make the due date for my side hustle, and ended up functioning on two hours sleep, I decided to partner with some people to actually outsource some of the work.” (Participant 14)

Support: Family

The second form of support that the hybrid entrepreneurs pointed out as helpful in terms of balancing both the side hustles and wage work is family. Five participants mentioned that having strong life partners helps with attempting to strike a balance between the two domains. Some participants explained that their wives get involved by co-running the businesses. One participant saw it as a good decision to allow his wife to fully take over one of his side hustles because there was conflict of interest with the work he performed in his day job. Whereas most participants mentioned their wives, there is one participant

to spoke about his dad's involvement in his farming business. While this participant worked full time in Johannesburg, his father looked after his cattle in the Free State.

"Your other half plays a very important role in the end. If you don't get their support or they know what's the end goal then you will never make it. So your better half is always the one playing a very crucial role in what you are doing." (Participant 6)

"I then decided with my wife that she would be the one running the business due to conflict of interest." (Participant 7)

"So it also helps her to have a stronger life partner in this kind of space. Yeah, it helps a lot. So for me a strong life partner anchors my ambition, because I can be very ambitious." (Participant 9)

Support: Human Resources

The third form of support that hybrid entrepreneurs alluded to, which helps them to maintain good performance at work while running side hustles, is human resources support. This refers to the ability bring to on board skilled and competent people to collaborate with them in their side hustles. This is a different group of people than the one mentioned earlier under the colleagues section. These individuals are typically hired by the hybrid entrepreneurs to form part of their teams in the side hustles. Most participants have hired people to help with the smooth running of the side businesses. Participants in the manufacturing side hustles mentioned that they have people they work with, who run the side businesses while they are busy with full-time work. The same applies to the participants in the telecommunication industry. The participants in the property management business also mentioned that they have hired people to work for them. The same applies to the hair and beauty industry as well. It is important to note that some of these side hustles have grown big enough to hire staff.

"So I've had to hire highly qualified senior managers in my business to ensure that I don't get involved operationally." (Participant 2)

"We have an operations manager who's the on the ground so Saturday's mostly there for support on what he's doing on a day to day, someone who's trusted, someone who's qualified and someone who's knowledgeable about the business." (Participant 3)

“Yes, there are people. Well, I do have guys who I call contractors, I've got employees who are permanent and I also have contractors. So for instance I also co-manage with my wife in a sense. So I've also got management consultant. I've got guys who come in to check quality and to train. So if there is, within my circles, there is someone who has another skill that can benefit the guys, I contract with them to come in and watch over a certain aspect when I am not there. So you end up with two or three guys who are just consulting. And that gets to improve your output.” (Participant 16)

Support: Technology

The fourth form of support that hybrid entrepreneurs mentioned which enables them to perform well at work while running side hustles is technological support. Here they referred to the systems that they have put in place to run their side hustles. The participants in the manufacturing industry mentioned that they have put systems in place to account for activities that take place in the side business. The participants who manufacture the network infrastructure cabinets mentioned the applications they use to communicate with their staff, to check productivity levels and to track their location. Four participants highlighted their use of the WhatsApp application and how useful it is to communicate with their employees and clients. This communication happens while they are at work which is sometimes distracting. Two participants mentioned that they sometimes excuse themselves from meetings at work to take calls and respond to WhatsApp messages.

“So as the business grows, you put in systems and you put things in place. And all the staff know about that there are people and people are empowered to make certain calls when you're not there.” (Participant 1)

“I run the business WhatsApp, so that I can also have a bit of visibility of what's happening in the salon. So most parents, they book the services through the WhatsApp, and I interact with them. So I basically have a feel of what's going on in the salon. But at the same time, I don't have to be there physically, because I have a manager in the WhatsApp group.” (Participant 11)

“So basically, we would find a way, there was an app that we got, a location based app, where the guys will in the morning will login, basically on the app to show that they are

at work. And we had cameras installed at the factory to make sure that the guys are doing the work properly. As well as vehicles were fitted with tracking devices, you know, so you can track the movement.” (Participant 12)

Avoiding Overcommitting

The fifth theme that cut across the participants’ responses on how they juggle both their side hustles and full-time work, was a theme around avoiding overcommitting to their side hustle clients. To that end, they carefully consider and manage the side business workload. Participants mentioned that they are honest enough to mention to the side hustle clients if the work cannot be done. Some participants even alluded to offboarding some clients when the main job became too demanding and when they took on further studies. One participant pointed out that there were times when he had to decline side hustle projects because he was busy at work and knew that he would not be able to deliver.

“I am really intentional with the work that I take in from my side hustle. I know when to say no and not get overloaded. As much as you just want to push business and have those clients who rely on me, you just need to also be realistic on what you can produce with the limited time that you have.” (Participant 14)

“So yeah, it also resulted in me having to offload a few clients because I’m just not able to deliver on some of the tasks because I’m just so busy and tired.” (Participant 8)

“Of course, of course, I have, you know, in a sense that sometimes I had to let go of some of the side hustles opportunities, because I didn’t have time even though I would have loved to do it.” (Participant 5)

The choice of a side hustle

The choice of a side hustle was mentioned as one of the factors that can aid a hybrid entrepreneur not to be distracted in the main job. Some participants mentioned that the type of side hustle one chooses matters. Whereas some participants alluded to the fact that their side hustles do not require them to be there all of the time, others mentioned the importance of getting into a business that one understands because that will be less stressful. Some participants were involved in side businesses that are similar to their day jobs as they require a low cognitive load and do not take too much energy away from

them. If anything, their side hustles are like a continuation of their day jobs. This has its own challenges because of conflict of interest. The other aspect of this portion, is what eleven of the participants mentioned, which is being involved in the types of side hustles that do not require them to be physically present all the time. The participants whose businesses had grown enough to hire employees, those employees ran the businesses while the hybrid entrepreneur was in wage work.

“It's also important to know what types of businesses you can choose. So you cannot run some operational businesses like a restaurant or a salon while full time employed, because the risk is too high. So I think you also have to choose the type of business that can support the fact that you won't be as distracted when you're at work.” (Participant 2)

“So I don't have to be there physically. But those that want to book via WhatsApp, I'm able to interact with them. If they have any questions I'm able to answer. If they want the price list, I'm able to help. Then the manager deals with the face-to-face clients.”
(Participant 11)

“Basically, both your work and your business should be something that you are interested in, because it just makes it easier for you to cope with what's needed from both. It becomes second nature, basically, let me put it like that, it becomes second nature, it becomes part of your life. So that is the mechanism that helps. Because now if you're gonna engage in a business that you really don't understand, that's where the stress comes in. And it's going to affect your daily job.” (Participant 15)

The Hours Worked (Time Management)

The results showed that the hours the hybrid entrepreneurs work on their side hustles, are typically outside of the regular business hours. When participants were asked about time management and how they balance their time to ensure that full-time work performance is not neglected, they mentioned working on weekends and in the evenings. All the participants interviewed have eight hours of contractual obligations with their employers. The eight hours are day shifts on weekdays, typically from 8h00 to 16h30 or 09h00 to 17h00 and hence all participants spoke about working on their side businesses after business hours and on weekends. There was one participant who worked at her day job until 12pm to synchronise with their international office, and she was an exception.

The majority of the participants were very clear and strict about their working hours. They had advised their clients that side hustle work can only be done in the evenings and/or weekends. This was done to manage their clients' expectations and turnaround times. This was not the case for all participants as some participants were lax about their working hours between their employers and their side hustles. In some instances, there was even an overlap of the one domain's work into the time of other and vice versa. Suffice to say that even though the rule of thumb for most of the participants is that side hustles are attended to after hours, there are calls, WhatsApps and in some instances, side hustle meetings that are held during working hours.

“So the full-time job is from eight to five o'clock Monday to Friday, and from five until 10 at night, and on weekends, Saturday, Sunday are dedicated to the side hustle”
(Participant 6)

“Well look if you're a business owner, you don't have holidays, you don't have office hours, anytime, where people want to meet, you will have to make it, you have to make time” (Participant 12)

“You'll find I'm in a meeting, then I get a call. It's a matter of ignoring the call, or trying to step out of the meeting and answer the call and say can I come back to you or WhatsApp. So obviously, the moment you focus on WhatsApp while you're in a meeting, you're not 100% focusing.” (Participant 17)

Challenges in balancing work & side hustles

To explore the working hours point further, participants were asked about the challenges they face in balancing work and side hustles. It became apparent that even though the hours worked on side hustles are structured in such a way that they do not clash with those of the full-time job, this does not mean that hybrid entrepreneurs do not experience challenges in balancing the two commitments. What transpired here is that even though some participants claimed to work strictly on the formal job during the day and on the side hustle at night, there are instances when the side hustle demands their time during the day and their work during the night.

“As I'm saying, it's my job does take a knock at times when there's high pressure. And you know, sometimes it will happen that, as I'm saying, there's maybe a tender at work and there's a crisis at the mine and the customer says, No, I want to see you, I don't want to see your project manager, I need to see you. And it's making that difficult decision. Do I decide to work a little later? My connectivity gets affected because, you know, sometimes the reception isn't great on the road. So it affects the work itself. So I find myself working overtime, late nights. And sometimes upsetting clients because of being non-responsive.” (Participant 10)

Wage work takes priority

What was very clear during the interviews, despite the challenges they sometimes face in balancing the two, participants try their utmost best to prioritise their full-time work over their side hustles. When they are faced with the challenge of balancing the two commitments, full-time work seems to take priority. All participants without exception reiterated how important their formal jobs were and how they did not want to jeopardise them.

Throughout the interviews, the researcher got a sense that if the participants had to choose between their wage work and side businesses, they would choose their wage work. The reason for this is the fact that most of these businesses are not at a point where they can to sustain themselves and their families. All participants, except for participant 15 make more money in their wage work than their businesses. For participant 15, it was the other way around. Some participants mentioned that they sometimes go for days without working on their side hustles due to work pressure.

“So, the truth of the matter is, side hustle is always at a point where it's secondary. So, if it finds itself interfering with a main work, as a full-time employee, it becomes an issue, either I am under resourced or overly over invested in it.” (Participant 16)

“I think the work. So for me, I respect the work the nine to five, the formal work because you know, I've signed a contract. So contractually, I'm obligated to deliver on my duties as an operations manager. So for me, I don't compromise on that, I am very careful to make sure that that gets done, that the actual work gets done that there isn't a thing of, I think that I can get away with slacking off or compromising my performance. Because

there's a contract in place, you know, and I don't want to find myself breaching that contract” (Participant 18)

“Well, because I don't necessarily report to anyone on the side one. The side hustle is always taking a back foot. Yeah, so whenever things are hectic at the office, it's almost as if I don't have a side hustle, basically. So I'll be fully committed to my day-to-day work. And then you wouldn't tell you even tell her I've got a business on the side because I will just be doing nothing on the business and doing everything that I need to do on the full-time job.” (Participant 19)

Side hustle impact on full-time work performance

When the participants were asked directly if their side hustles have had any negative impact on their full-time work performance, eighteen of the twenty participants confirmed that side hustles have not had any negative impact on their full-time work performance. They stated that the challenges they face in trying to balance the two commitments are well-managed. Some participants used their employers' performance rating system to gauge and demonstrate success in their full-time jobs. Even though the majority said that their performance has been up to standard and in some cases even sterling, two participants left that their side hustles negatively affected their wage work. One of those participants mentioned that her boss had a private conversation with her to remind her of where her focus should be. Her boss told her that he is aware of her side hustle, and must do what she can to ensure that it doesn't distract her.

“So I've had a side hustle for more than 10 years, and in corporates generally, I'm a top performer or strong performer.” (Participant 2)

“It has never affected my performance in any case, negatively, but in a sense, it has pushed me positively so because it makes me eager to do more, you know, to achieve more to get that promotion, to be recognised for doing things that are regarded as out-of-the-box if I can use that term.” (Participant 7)

“Initially, there was a big dip, my performance was quite low. Even after I got promoted, I was not really doing well. And I remember my manager early this year, actually called me in and said ,I need to take care. He knows I've got a side hustle. But I mustn't forget who pays my bills.” (Participant 10)

One of the observations about the responses to this question is that most participants mentioned that instead of their performance being negatively affected by side hustles, it is better than that of their peers. They mentioned that they are top performers. This links to a certain extent to the skills section discussed above, when many of them mentioned that they can play multiple roles in the business and churn out work faster. If some of the skills they possess by playing multiple roles helps them to be more efficient, then it follows that their performance will be sterling.

“I've mentioned that I've always been a top performer. Since I started working around 2007 Yeah, so my rating has been, you know, exceeds expectations. And I've never achieved anything less than that. I've had an exciting career spanning, you know, over 15/16 years, with my involvement in side hustles, which started around 2011, that has not changed.” (Participant 13)

“I believe I'm definitely way above average, in terms of the performance. I deliver, I'm a top performer. I think because one has been in this process for a while since 2016. So it has become part of my life, in a way. So I don't I feel like I don't really feel it a lot. You know, except for when I have multiple deadlines at the same time.” (Participant 20)

Summary of Findings for Research Sub-Question Three

The responses to question three showed the different tactics hybrid entrepreneurs use to ensure that their full-time work performance is not affected while running side hustles. Participants mentioned the different forms of support that they have. These were split into four areas to try and make sense of them, which were colleagues, family, human resources and technology. They also mentioned more tactics they consider to ensure that their full-time work performance is not affected while they run side hustles and these included being deliberate about the choice of side hustles and avoiding overcommitting to side hustle clients.

They further explained how they manage their time, that is focusing on side hustles after business hours, on weekends and public holidays. There was evidence of not being able to get the balancing act one hundred percent of the time, but what was equally evident was how full-time work took priority. Full-time work took priority to the extent that side hustles were neglected for most participants. The responses also showed how full-time

work performance was not negatively affected by hybrid entrepreneurs engaging in side hustles because using the performance rating scales from their formal jobs, they indicated that they are top performers. The latter helps to answer the main research question.

5.4.4 SQ4: What role do side hustles play in the hybrid entrepreneur's overall well-being?

This question aimed to investigate the extent to which side hustles affect the hybrid entrepreneur's health.

Lack of Sleep

It was evident from the interviews conducted, that the overall well-being of hybrid entrepreneurs is a concern. All twenty participants alluded to working extra hours after completing their full-time day jobs and continuing to work on side hustles over the weekends and public holidays. Due to the many roles that they play in their side businesses, participants indicated how stretched they are. As previously mentioned under research question two, in the skills section above, participants pointed out that they are CEOs, Finance Managers, Human Resources Managers, and Operations Managers for their businesses which takes up a lot of what is meant to be their spare time (or time that is meant for relaxing). It was interesting to see that even the participants who claimed to have appointed people and who claimed to delegate work to their business partners and so forth, experienced the same in terms of long working hours. The long hours were discussed under research question 3 above, and this section merely demonstrates the ripple effect of their working hours on their health. What transpired from this section is that there are times when participants function on a few hours of sleep due to wanting to meet the demands of both their jobs and side hustles.

"I remember driving to Kimberley at 5am. The truck drives slow. So you can't do more than 100k's. We got there at 1pm, and drove back and I was in Joburg by 6/7pm. I passed out, I was exhausted the next day." (Participant 1)

"You'll find yourself in a situation whereby, you know, a person might want, you know, certain work being to be done within a specific specified time. And at the same time, you also have deadline at work, you know, so definitely, I've come across that instance. I

mean, I remember the other time, I had to firstly finish my work, my main work. And then I also then had to continue throughout the night, you know, and, and finish the other aspect, you know, and literally didn't sleep and just finished the work for the side hustle, and then bathed and drove to work.” (Participant 20)

Stress

Stress was a recurring theme when it came to the issue of juggling the two commitments and some participants went into detail about the cause of their stress. They mentioned that when there is pressure from both sides in terms of deliverables, that causes them stress, when orders go wrong that causes stress, when the people they have hired don't feel empowered enough to make decisions, that causes them stress. The comment about orders going wrong was linked to the cake business. The participant who spoke about being called by his workers when things break was in the ice supply business. The rest of the participants linked their stress to the demands of both domains. When clients want their good and services delivered by a certain date and their formal work demands the same, that is a stressful situation for participants. Two participants were vocal about how their names are on the services they provide and therefore cannot afford to let deliverables slip. They felt the pressure of wanting to be perceived as highly professional.

“Look, I'm not gonna lie to you. We don't know these things, until you go and see a professional and then only you find out that actually you've got a problem of stress. I've learned subconsciously, you don't know it. Until you start experiencing headaches, and fatigue. You know? Because you're so used to operating under stressful conditions you yourself, don't know it until your wife or your partner tells you I think you need to go see somebody because they can see you're not sleeping well, for lack of a better word, or you up most of the time. So stress, fatigue, yes, it's a definite.” (Participant 12)

“I think there are times when there are deliverables for both projects for both my personal thing and my full-time job and stay up the whole night trying to finish them in time just to make sure I don't disappoint. But it's a bit stressful because we still need to keep the professionalism on both of them to not disappoint the client.” (Participant 14)

“So I think for me is, it is knowing that I can still do this thing. Even if I were to sleep for four for few hours, I think where one does not have sufficient hours to finish and I think

that's where one gets more stressed. You know, and yeah, so that is one part knowing that there is enough time, even if it means asleep one or two hours.” (Participant 20)

Fatigue

Fatigue is apparent when most hybrid entrepreneurs give an account of their *modus operandi* and the hours they work. In addition to the stress mentioned above, fatigue also sets in because of the number of hours they put in. Some of the information quoted when participants spoke about lack of sleep is applicable and relevant here. The fact that some of them work throughout the night, bathe in the morning and go to work (without a wink of sleep is concerning). The time is supposed to be used for relaxation, so they return to work revitalised is used to conduct side hustles. Two participants spoke about not having holidays and no time off. This is unhealthy and unsustainable.

“I remember an example of Decorex when it used to be in Midrand, at the Gallagher Estates. We used to do a lot of expos in the beginning, when we were a lot smaller in 2015/16/17, round about then. So sometimes for setting up for expos you need to be there physically. There was no work from home back then. So you'd leave the office at four or five. You'd go to the factory you'd plan how you're going to do the schemes or the setups and then you'd be there the whole night. I remember one time we left at 3am 2am in the morning, setting up and had to be at work at 7am. I did face challenges. We did have those nights when it was just an incredibly exhausting.” (Participant 1)

“I mean at some point fatigue does play its role that you feel you're exhausted where I can't even say I'm on holiday. I don't remember when last I even went on a holiday in these three years. Because even if I go anywhere else, I still need to work. I cannot stay away from my phone for over 10 minutes. Work needs me, my business needs me. So you end up being torn apart by both of these things. Because at night you are thinking, are you gonna be able to meet deadlines?” (Participant 17)

Burnout

Burnout was also evident as the hybrid entrepreneurs shared the dilemma of balancing side hustles and full-time work. Participants explained that they have experienced prolonged physical and mental stress, leading to burnout. That feeling of being overwhelmed and swamped sometimes sets in. Participant 10 mentioned that she is at a point where she even takes medication for her mental health issues because she just

cannot cope. Important to note however that this particular participant had trust issues with the manager that she appointed in her side hustle and because she did not trust him, she ended up having to be involved in the details of the business while working full-time. Participant 17 also was wary of appointing someone because of fear of potentially losing his business to someone else. Consequently, these participants worked even harder and their level of involvement in their side businesses was intense, causing them to work unsustainable hours and eventually burning out.

“Yeah, in the period, I indicated where I ended up laying off some people in the farming operation. Yeah, I did burn out in that period. Good enough, I've got a strong wife. She saw me through that.” (Participant 9)

“I am even at a point where I've got anxiety meds in the house now. Because when it does get a bit hectic, you know, I want to calm down so that I can focus. Also a bit of depression. So I don't know whether it's burnout. But some days I just don't want to get out of bed. It's not because I have nothing to do. There's just so much to do. I'm in trouble. And I'm thinking how would I handle this? But I think it's a form of burnout. It's been very stressful, hair falling out. It has been stressful.” (Participant 10)

“Saturday morning, I'm going to work. I have to be there by half seven or so. So my weeks are longer and your rest periods are few. So, yes, you get burnout.” (Participant 16)

Lack of work/life balance:

Participants' responses showed that there is a lack of work-life balance or work-life integration. Participants mentioned that their families suffer the consequences of their busy schedules. Participants spoke about their children not spending enough time with them, seeing them in the mornings and not seeing them in the evenings or vice versa. Since some participants do not take holidays, that means holidays do not make up for lost time. Some participants said that it was better during COVID days because of lockdown periods and that allowed them to spend time with their families, but post-COVID, family time became less and less.

“Because of all the work that I put off for the weekend, it means that I don't have time for myself to relax or spend with family or other things of that nature.” (Participant 8)

“So, I’m still battling to manage time between my full-time job and my side hustle. Like my whole weekend is dedicated to that. It’s too much man. You lack family time. Because I’m a family man and you find that I leave Friday, after knocking off, go and work there. Go deliver ice. Saturday morning you go, the kids will see you at night. Sometimes they won’t see you. Come Sunday you still working. Monday you go to your full-time job.” (Participant 17)

Use of Annual Leave for Side hustles

Another interesting observation is that the annual leave benefit that the employer provides to employees is utilised by hybrid entrepreneurs to do work related to their side hustles. Participants mentioned that they utilise annual or vacation leave to complete work for their side hustles. This therefore means that they do not get time to relax and come back to work refreshed. One participant’s cows were being stolen from his farm and used his annual leave to go check what was happening. Most participants mentioned that if they need to attend to their side hustles during the week and during working hours, they apply for annual/vacation leave.

“Sometimes we have to take leave to go and finish projects.” (Participant 1)

“And then there might be instances also when, if you feel that you need to dedicate a bit more time to your business for a short time, then one of the options also would be that you use your annual leave, for example, you might take it a day or two, when you feel that you’re under a lot of strain, just so that you can give the business a bit of a focus and then go back.” (Participant 2)

“I was experiencing theft with a cattle and being in Joburg and the farm in the Free State, and you are in job in Joburg, it’s not like you can just say for two days and I’m going to look at my cows, who’s stealing them, who’s doing what. So that period was a bit difficult cause there’s only so much you could delegate and ask someone else to do on your behalf. So it meant that I needed to take a leave from corporate.” (Participant 9)

Stress Coping Mechanisms

Given all the stress that participants confirmed they experienced, they were asked about the types of coping mechanisms they use. This was to get a sense of what they do to

cope and recentre because the perpetual state of being stressed is unhealthy. When stress coping mechanisms were discussed, most of them were around physical activity. It was encouraging to learn that there are some activities that participants engage in to try and keep sane. Most participants mentioned going to the gym to exercise, some mentioned walking and running. Some participants mentioned seeing mental health professionals (that is, attending therapy). There is one participant who spoke about meditation. Some participants spoke about cycling activities, reading books, camping and golf sessions.

“My coping mechanism is gym. I go to the gym a lot. Because that’s me time where I kind of relax. And, you know, I try to read books, you know, and I do other activities, camping, go climb mountains, go camping, go to the bush, you know, just to be sane.” (Participant 5)

“I also go to therapy, at least every second month, I have to see my psychologist, as a check-in because I’ve had a really bad nervous breakdown previously. So as a preventative measure, I do meditation as well.” (Participant 10)

“I still do my gym sessions, my running sessions, my cycling sessions and my golf sessions. So that’s how I recharge.” (Participant 13)

Mentorship Support

Only seven of the twenty participants confirmed that they have some kind of mentorship support to help strike a healthy balance between running their side hustles and full-time jobs. Thirteen said they do not have mentorship support and some as far as saying they do not believe in mentorship support. This aspect was investigated to get a view of the mentorship support hybrid entrepreneurs have because it is not easy straddling both domains and seeking wisdom from those who have been doing it for years or merely having someone to bounce things off is important.

The responses showed that even those who claim to have mentorship support, sometimes it is not support in the form that one would expect. For example, Participant 17 spoke about using virtual resources and following certain people that he admires on social media as mentorship support. The other participants who claimed to have mentorship support, was in a form of social networks or peers whose expertise they

could tap into when needed. When one participant mentioned that he has people he looks up to in his career and people he looks up to in business, that was thought-provoking in terms of the uniqueness of hybrid entrepreneurship. It was intriguing because there are typically mentors offered in formal work and in business but rarely in hybrid entrepreneurship.

“Maybe I'm a different person but I don't believe in mentorships. Yeah, get the job done and get it done right. I don't have to look up to somebody else to mentor me, maybe that works I don't know if it's a weakness.” (Participant 6)

“No, I haven't, it was just learning as you go.” (Participant 15)

“This has been flying blind. I do however, have guys that I look up to in terms of career wise and I do have guys I look up to in terms of business.” (Participant 17)

Summary of Findings for Research Sub-Question Four

The responses to question four were alarming in terms of health implications as participants shared the challenges they faced. These challenges included lack of sleep, stress, fatigue and burnout. Stress, fatigue and burnout were closely linked as responses about those three factors were similar. Lack of sleep led to all three of them. It was also evident that there is lack of work-life balance for hybrid entrepreneurs as they work long hours and time spent with their families is limited. One of the interesting findings was that the leave/time-off provided by the employer is not used for what it is intended. Vacation or annual leave is used for work on side hustles. This poses a dilemma for the employer because the expectation is that employees return from leave refreshed. It was good to learn that despite the challenges that participants faced with stress, fatigue and burnout, they had healthy coping mechanisms. All twenty participants mentioned healthy coping methods such as physical activity and mental health care.

5.4.5 SQ5: What are the employers' attitudes towards side hustles?

This question aims to explore, from the point of view of the hybrid entrepreneur, what their employers' attitudes are towards side hustles.

Declaration of outside business interests

Participants were asked about declaration of their side hustles to ascertain if they had made them known to their employers. Nineteen participants confirmed that they have declared their side hustles and one participant confirmed that he had not done so. Most participants mentioned that it is part of their employers' policies to declare their outside business interests. The latter suggested that most participants felt obligated to declare because of company policies, and otherwise would not have done so as common courtesy. Some participants mentioned that due to their level of seniority at work, they had to declare. One of the observations as it relates to declaration is that even though some participants claimed to have declared their side hustles, they described it as informal and had not filled in a declaration form that could be kept in the company's records.

The following is the summary of the participant's responses as it pertains to disclosure of their side hustles to their employers (as presented in Figure 8 below).

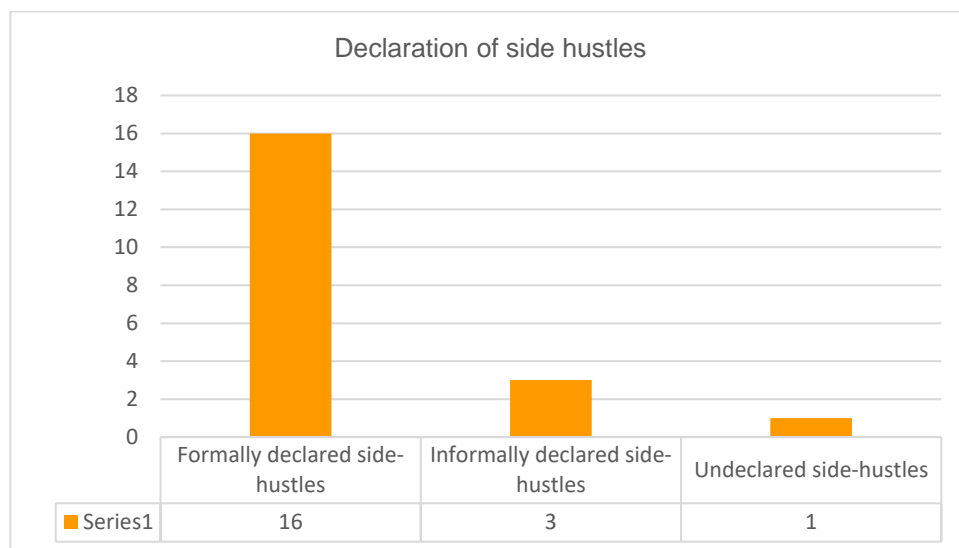


Figure 8: Declaration of side hustles to employers

The general approach to declaration was that it has to be done to satisfy the employers' requirements.

“It’s important when you’re in the software space to disclose, especially if they’re in the same industry. So, because my full-time job is in the automotive sector, my side hustle is more clients who are like attorneys or lawyers, and I have a client who’s maybe in the health care industry, or the health and fitness industry, rather, and I also have companies

offshore. So as long as there isn't a clash, then it is fine. But we have to disclose that to the employer, because of data privacy as well.” (Participant 8)

“When I first arrived at this job, I filled in a long document stating that I am a director on multiple companies. Yeah, I did disclose. But when I remember very well, I never noted the companies by name. I just said I'm a director of multiple companies.” (Participant 9)

“As part of our executive appointments, we have to declare our interests. And obviously those interests must not conflict with our daily duties, or our day jobs. So those have been declared and they are declared on an annual basis.” (Participant 13)

The one participant who did not declare his side hustle to his employer expressed strong feelings about how disclosure would jeopardise his career. He merely stated that since there is no conflict of interest, there is no need to let his employer know of his side hustles. He was one of the participants that had more than one side hustles.

“I think it's just that situation whereby you say to yourself, you know what I'm not in the same space as these people, there's absolutely no need for me to declare, and whatever that I do in my side hustle is outside of my working hours or working time. So the truth be told, side hustles speaking for myself, you know, generally you don't even tell your employer.” (Participant 5)

Employer Attitudes

In relation to Employer Attitudes towards side hustles, responses were split as summarised in Figure 9 here below. Here participants were asked what they thought are their employers' attitudes towards side hustles (especially after declaring). Seven participants felt that they have had positive experiences post declaring their side hustles to their employers, 3 felt that their employees were indifferent (that is, they were neither positive nor negative) and ten participants felt that employer attitudes are negative towards side hustles.

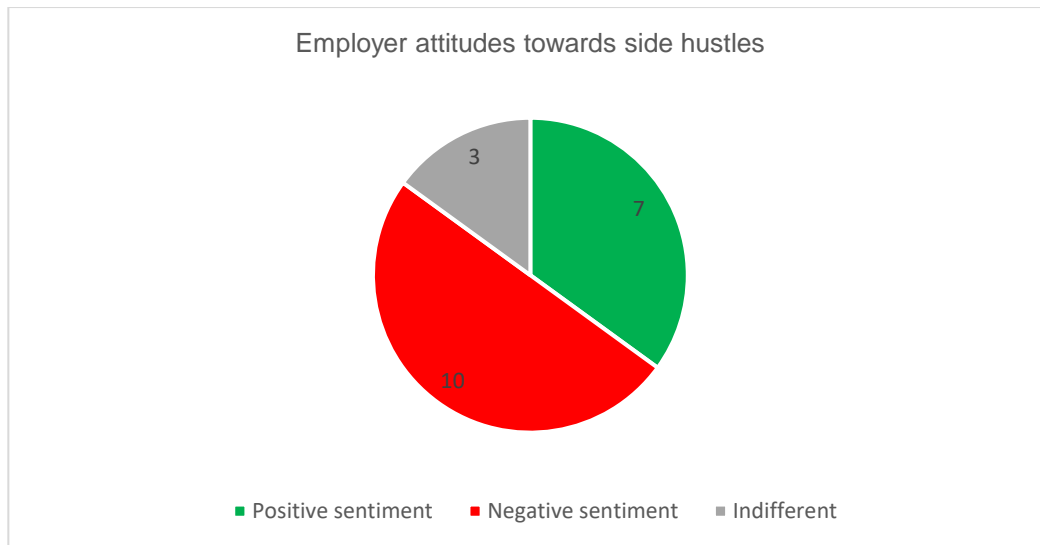


Figure 9: Employer Attitudes towards side hustles

Positive sentiment

There were seven participants who shared positive sentiments around their employers' attitudes towards their side hustles. Among these seven participants, there were those who felt that their employers promote side hustles. These were participants who were given time by their employers to do other activities outside of work. Among these participants, there were also those saying that their employers are fine with their side hustles because they are not in conflict with the services or products that their companies offer. For some of these participants, the positive experiences were attributed to the fact that they are they good performers in their formal jobs.

"I think they are promoted and I'm going to speak based on my employment. They allow you like, they have 15% where you can spend 15% of your monthly time on anything that you want to do. So whether you are learning or pushing your own stuff, it's okay. As long as you declare it and it doesn't conflict with your work, then it's never an issue." (Participant 7)

"They're very happy because they know it's a business that doesn't take anything from them. Meaning that if I had a business selling coal to my local community, that could be a concern for them because the mine produces coal." (Participant 11)

"To be honest, I don't think there is any negative attitude towards my side hustle, because, you know, I'm performing. So maybe if I was not performing, you know, it was

gonna be a subject of discussion to say the non-performance could be attributed to the split of time or attention between side hustle and day job.” (Participant 13)

Indifferent Sentiment

Three participants expressed that their employers are neither positive or negative about the thought of their employees having side hustles. These participants felt that as long as the side hustles have been declared and they are not using company resources to fulfil them, then their employers don't really care.

“I haven't had any negativity or anything positive being said, specifically by the person who I report to. The bigger company expects us to disclose which I have.” (Participant 18)

“They just say don't do your side hustle with company resources. That's the attitude, otherwise they don't really care.” (Participant 19)

Negative sentiment

Ten participants expressed that employer attitudes towards side hustles are negative. Based on their experiences, participants expressed that employers view side hustles as a distraction. They mentioned that employers automatically assume that hybrid entrepreneurs use company resources and time when they declare side hustles. Some of the participants shared personal examples of being micro-managed post declaring their side hustles. They say their managers started keeping tabs on them wanting to know their whereabouts and levels of output. Participants used strong words to describe employer attitudes. One participant said that they wanted to crucify him because he had a side hustle. One participant said side hustles are tolerated when you are senior and resented when you are a junior employee. One participant explained that his employer was aware of his side hustle and started requesting utilisation reports to what he was busy with. This was offensive to this participant because he holds a senior leadership role and manages multi-million-rand projects for the company but is micro managed.

Another participant felt that South Africa as a country is still backward when it comes to hybrid entrepreneurship because managers in these companies still manage in old fashioned ways. This participant said that managers who do not understand hybrid entrepreneurship have to see you to know that you are working, whereas one could be

at their desk all day but not get any work done. Another participant stated that employer attitudes are so bad towards side hustles to an extent of employers not wanting to invest in hybrid entrepreneurs because they think hybrid entrepreneurs use wage work as a parking lot before transitioning to full-time entrepreneurship. One participant insisted that the employer/ employee relationship should be based on output, not micromanagement. This participant insisted that the tasks given to him will give an indication to his employer if he is fully present or not.

“I think my view is that employers frown upon side hustles. The reason I say they frown upon side hustles is because some have this perception that it will take the time from them when things are supposed to be done in your main job. You know, the fear is that the side hustle will interfere. That's number one and then number two, sometimes the employers, not all of them, some employers, they see you becoming an asset to the company. Now, if to them, you are going to be an asset of the company, the intention is to invest in your development, right, and to see you grow, but knowing of the existence of a side hustle, they just tell themselves, you know, this one is just using us as a parking lot, or as a lounge where, you know, he's just going to be here temporarily, and then when everything gets sorted on the side hustle, or it gets to where he wants it, he's gonna leave us.” (Participant 5)

“The attitude was, we want to crucify you, to the extent that the employer was looking for what you were doing and where are you all the time to just get that one thing where they can say yes you're doing your side hustle during working time, you are stealing company time and money. They are not open to it, it is very vindictive if I may say.” (Participant 6)

“In South Africa it is still frowned upon because people, they've got an attitude. They want to see you, for them to be comfortable that you are doing work. Which is hogwash because I can sit there at my employer's offices, and you see me every day. But am I really spending my eight hours, all of it on my employer?” (Participant 12)

Fear of speaking about side hustles

When employer attitudes were discussed, there seemed to be a trend, among the participants, of not wanting to talk about side hustles in their formal jobs. This fear of talking about side hustles at work was expressed numerous times. This was first picked up when they were asked about mentorship support and most of them categorically

stated that under no circumstances would they seek any form of guidance from work colleagues. The reason was that they did not want to be seen as distracted. As the employer attitudes question was asked, it became more and more apparent that participants were uncomfortable talking about their side hustles. Some participants mentioned in the declaration section that they have declared their side hustles but deliberately did not mention the names of their companies and what they do. One of the participants said that if her employer (her manager to be specific) were to find out the magnitude of her side business and the revenue it generates, it may ruin their working relationship.

“He doesn't know exactly what I do, and I don't really want to disclose it. Because I don't know, if they were to understand maybe that it's profitable enough for me to leave, I don't know how that would affect our relationship.” (Participant 10)

“The only thing I just don't I just don't talk about it. I keep my side hustle matters private, that's one part. I do not want, when I miss a deadline, somebody automatically assumes it's because I'm doing something else. You know, those assumptions that are built around it. You know, so I prefer to just not talk about it.” (Participant 20)

Summary of Findings for Research Sub-Question Five

The responses to question five showed that hybrid entrepreneurs generally declare their side hustles to their employers especially because it is a policy requirement. There was an exception of one participant who did not feel the need to declare because according to him, there was no conflict. There were split responses in terms of general employer attitudes towards side hustles, with 15% saying they are neither good or bad, 35% saying they are positive and 50% saying they are negative. This therefore tells us that the majority of participants perceived employer attitudes as negative. There was also fear of speaking about side hustles by the participants. Even though they had declared their side hustles, that is where it ended. Most of them were uncomfortable disclosing what they do.

5.4.6 Job Satisfaction

Over and above the main sub-questions, participants were asked if the presence of side hustles brings them job satisfaction, to which 13 responded “yes” and 7 responded “no”.

Job Dissatisfaction

Those who responded “no”, stated that having side hustles makes them somewhat dissatisfied in their main jobs because side hustles gives them autonomy, a sense of ownership, exposure to variety of disciplines and so forth. They felt like their jobs limit what they can do.

“It’s possible that the job satisfaction might become less than overtime. Because in your side hustle, you got more permission to do more things that are more aligned with your strength and to broaden your skills.” Participant 2)

“No, actually, my view, it actually lowers your job satisfaction. Because I remember when I was in Eskom, I used to say that I appreciate the 1000 rand that I make outside than the 10,000 that I can I get paid from the main job. So you feel more sense of accomplishment for every 1000 rand that you make outside that was purely driven by you versus a salary. I get more satisfaction earning my own way, than getting paid a fixed salary.” (Participant 16)

Job Satisfaction

In contrast to the views expressed above, thirteen participants felt that side hustles bring them job satisfaction in their main roles. These participants pointed out that when they have bad days at work, they have good days in their side hustles. Two participants explained that their side hustles makes them happy and highly engaged in their wage work because they get good income from their side businesses. One of them mentioned that he is not in a hurry to look for another job that will increase his salary because the side business balances out his income. Some of these participants took the autonomy that they have in their side hustles and brought it to their formal jobs. Some of them handle their jobs as they would their side businesses and that brings them satisfaction.

“I think they kind of feed off each other, because let's say for instance, if you're having a bad day at work, but you're having a good day on your side hustle, you kind of look at that side hustle you like, oh, man, I am actually doing well. It's not it's as bad.” (Participant 7)

“I’m making more money in my business than my full-time job, I come to work smiling and positive every day, all day. My attitude is always positive towards life, and that helps my work performance.” (Participant 15)

5.4.7 Intention to Proceed with Side hustles

In addition, the main sub-questions, participants were asked if they plan to proceed with side hustles for a long time to come and 16 participants responded “yes” and four responded “no” (as presented it Figure 10 below).

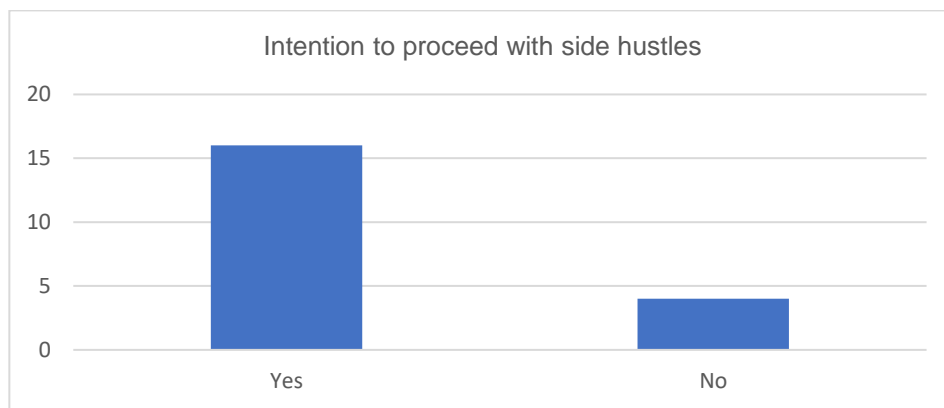


Figure 10: Intention to Proceed with Side hustles

The participants who had no desire to proceed with side hustles were in the process of being retrenched and therefore, transitioning to full-time entrepreneurship. The other participant who fell into this category felt that working full-time while running a side hustle hinders the growth of the side hustle and wanted to give his side business full attention.

The participants who had the desire to continue with side hustles while working saw it as a lucrative way of continuing to make extra income. It is important to highlight that amongst those who wished to proceed with hybrid entrepreneurship, they also had aspirations to fully transition to full time entrepreneurship at some point in their lives.

5.5 Conclusion

This section has demonstrated the outcomes aligned with the research queries delineated in Chapter Three. Herein is a recapitulation of the findings in conjunction with the sub-questions of the research.

SQ1: What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?

Responses showed that the reasons are financial and non-financial reasons. Financial reasons include making extra income, wealth creation and financial freedom goals. Non-financial reasons include filling the gap in the market and following their passion. It was also evident that there are specific needs that side hustles fulfil that full-time jobs don't.

SQ2: To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?

Responses showed that to a large extent, side hustles contribute to the acquisition of new skills that are useful in the full-time job of the hybrid entrepreneur. In some cases, even enhancing full-time work performance. These skills varied from technical skills to soft skills. It was also clear that it is not just side hustles that equip hybrid entrepreneurs with skills to be more effective in the formal job, but that it is the other way around as well.

SQ3: What kind of strategies do hybrid entrepreneurs employ to ensure that their side hustles do not interfere with their full-time performance?

Responses showed that there are various forms of support that the hybrid entrepreneur leverages, such as family support, technological support, human resources support and support from colleagues or peers. They are also intentional about the choice of side hustles they engage and not over-committing on work they cannot deliver in their side hustles. Full-time work is prioritised. Referring to the performance management systems of their employers, 18 participants indicated that they have been performing well in their wage work while running side hustles. Only two participants expressed that they were struggling. The latter helps to answer the main research question around the role of side hustles on full-time work performance and the answer, according to these findings, is that side hustles do not play a negative role because effective hybrid entrepreneurs leverage the resources around them to support them and they prioritise their wage work when they are under pressure.

SQ4: What role do side hustles play in the hybrid entrepreneur's overall well-being?

Responses showed that side hustles play a detrimental role to the well-being of hybrid entrepreneurs as the hours worked are too long and unsustainable. There is hardly work-life balance. Hybrid entrepreneurs experience a lot of stress, burnout and fatigue. They do not have mentorship support.

SQ5: What are the employers' attitudes towards side hustles?

Responses showed that whereas some employers are positive about side hustles especially when there is no conflict of interest, some are neither supportive nor negative about them, and most employers are perceived to be negative about side hustles. Despite the negative employer attitudes, the majority of hybrid entrepreneurs have indicated their intentions to proceed with side hustles.

6 Chapter 6: Discussion of Results

6.1 Introduction

Whereas the previous chapter presented the findings of this study, this chapter will discuss the findings in detail. Chapter Five laid down the results of the qualitative interviews that were held with 20 hybrid entrepreneurs and this chapter will unpack the results further. The results will be discussed taking into account the literature review that was completed in the second chapter. This will be done to explore the research sub-questions that were mentioned in the third chapter. The categories and themes that were developed in Chapter Five will be used to unpack the results of the study. The findings contribute to the understanding of the role of side hustles on full-time work performance.

The research sub-questions that were highlighted in the third chapter will be used to structure the discussion chapter (especially given the inductive, qualitative analysis approach that was followed). The themes in Chapter Five will be discussed in greater detail in relation to each research sub-question.

6.2 Discussion of Results for Research Sub-Question 1

SQ1: What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?

The aim of this question was to explore the motivations behind hybrid entrepreneurship. The aim was to ascertain the push factors to hybrid entrepreneurship entry and draw out the most updated views (Meng et al., 2023). A lot of the hybrid entrepreneurship entry literature is old, and a lot has happened in this space during and post the COVID-19 pandemic (Ravenelle et al., 2021).

Financial Freedom & Supplementing Income

Responses to this question indicated that the majority of participants engaged in side hustles to make extra income, to supplement their salaries and obtain financial freedom. Financial freedom was explained by participants as the ability to generate the same amount of income as their formal jobs so that their lifestyles are not affected should anything happen to their formal jobs, or they should they choose to transition to full-time entrepreneurship. Hybrid entrepreneurship as a transitory route was supported by

literature (Demir et al., 2022; Klyver et al., 2020; Solesvik, 2017; Viljamaa and Varamäki, 2015; Luc et al., 2018). Participants also mentioned that with the current state of the economy, it is difficult to live on one salary and hence the need to supplement income. These responses of supplementing income and financial freedom are in line with the reasons provided by Luc et al. (2018) and Folta et al. (2010). The interviews, therefore, corroborated the Luc et al. (2018) and Folta et al. (2010) studies.

Wealth Creation

Participants also mentioned wealth creation as a response to why they pursued hybrid entry. This is different from supplementing income, because wealth creation is about building for the future and leaving long lasting legacies. Supplementing income is often associated with the need to make extra income to meet current or urgent needs, and wealth creation on the other hand entails building for the generations to come. The researcher did not come across literature addressing this aspect, which can, therefore, be regarded as an extension to the literature. Even though Folta et al. (2010) study mentioned that it is possible to be a high earner and engage in side hustles, it was not specific enough to say for what purpose. Consequently, the researcher cannot merely assume that high income earners pursue side hustles for the purposes of wealth creation, because they could be other reasons for doing so (like maintaining an expense lifestyle for example).

COVID-19 Pandemic

The qualitative interviews also found that COVID-19 pandemic was one of the push factors for hybrid entrepreneurship entry. According to participants, the pandemic inspired them to engage in side hustles because of the precarious nature of their jobs. The unfortunate experiences of salary cuts and job losses inspired participants to engage in side hustles. Results showed that salary cuts were due to the limited hours that had to be worked during the COVID-19 pandemic outbreak. This meant that if one was classified as a non-essential worker, one could not work during the lockdown period and hence the cut in wages. The repercussions of reduced wages had a huge impact on the participants who talked about COVID-19 as they could not meet all their financial obligations. Ravenelle et al. (2021) highlighted that some people turned to side hustles during COVID-19 and their study was focused on the difficulty of accessing unemployment assistance during that period. Literature was focused on access to unemployment assistance during COVID-19, which was related to job losses and there

was not much about cuts in remuneration. The research therefore extends literature in terms of COVID-19 being a motivator for hybrid entry due to reduced earnings.

Identifying gaps in the market

The research found that some hybrid entrepreneurs were filling gaps in the market when they started their businesses. These are participants who were not pressured by financial needs to start side hustles. They realised that certain services or products were needed and decided to fill the gap. Three examples were quoted in Chapter Five. The one participant was in the telecommunication industry and together with his partners, realised that cabinets to secure network infrastructure is a need due to network cable theft. The other participant is the one who wanted a kiddies hair salon around her area for her two daughters and after struggling with this for a while, she decided to open her own salon. The third example was of a participant who came from a very hot region in Mpumalanga and when he visited his hometown in Mpumalanga, there would be no ice to drink water or beverages with. He then decided to start selling ice in that area.

Whereas filling gaps in the market was one of the dominant themes in the results, explaining some of the reasons for engaging side hustles, evidence of this aspect was not found in the literature. This, therefore, means that this study extends on the literature as it relates to the motives behind hybrid entrepreneurship entry.

Job Retrenchments

Job retrenchments was one of the recurring themes in the findings. Participants spoke about pursuing side hustles as a buffer to retrenchments. Five participants spoke about retrenchments as a separate point to the job threats that were posed by COVID-19. These were retrenchments that were as a result of weak performance of their firms. Some of these participants had been retrenched before and some were going through the process of being retrenched during the interviews. The researcher picked up from their tone and emotions that they had experienced trauma from retrenchments and had pursued hybrid entrepreneurship as a mitigating measure. One of the participants put it clearly when she reiterated that “a permanent job is not permanent.”

The results corroborated the Gänser-Stickler et al. (2022), Dillon (2018) and Liu (2019) studies which reported on the uncertainty in formal jobs. The Gänser-Stickler et al. (2022) study had picked up that a lot of scholarly work spoke about uncertainty in full-time

entrepreneurship (Demir et al., 2022; Klyver et al., 2020; Luc et al., 2018; Raffiee and Feng, 2014; Folta et al., 2010), neglecting uncertainty in wage work. Whereas entrepreneurship literature assumes that uncertainty in wage work is insignificant, labour economics has shown that uncertainty in wage work contributes towards people's career choices (Gänser-Stickler et al., 2022; Dillon, 2018; Liu, 2019). In addition to these studies, Walsh & Stephens (2022) also pointed out that life changes can trigger people to pursue entrepreneurship. In this instance, one can argue that it is the job retrenchments that motivated these participants to engage in side hustles.

The results further highlighted that post retrenchments, some participants used the skills acquired in their formal jobs to start side hustles. These participants did not see the need to learn something new, but continued engaging in side hustles that were similar to their formal jobs. This is another aspect that has been discussed in literature. There are a few studies that highlighted that hybrid entrepreneurs acquire skills and experience in formal work before starting their own businesses (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017). In another study, the pursuit of side hustles because of the uncertainty that formal jobs present was referred to as conservation, which is the desire for stability and security (Sessions et al., 2021). This motive seeks to do alleviate the pressure of uncertainty by chasing the role clarity that a side hustle offers.

Pursuit of Passion

Some participants attributed the existence of their side hustles to passion. For these participants meeting financials needs was not at the centre of their pursuits. They perceived their side hustles purely as "passion projects." Whereas some participants had cars as passionate points and ventured into businesses that creates car parts of racing vehicles, others expressed that they had always taken interest in agriculture and farming and hence ended up having a side hustle in goat rearing. These findings align with the literature which stated that non-monetary benefits of hybrid entrepreneurship entry could include pursuit of a hobby or passion (Thorgren et al., 2014; Folta et al., 2010 Delmar et al., 2008).

The needs fulfilled by side hustles

Results showed that participants enjoyed the autonomy that came with side hustles. The Job Characteristics theory explains this as task autonomy which is about the freedom to perform tasks outside of organisational boundaries, management or supervisory control

and other formal structures (Sessions et al., 2021; Petriglieri et al., 2019; Ashford et al., 2018). Task autonomy also refers to what work is done, where and how it is done (Sessions et al., 2021). It is the liberty to make all of those decisions (Sessions et al., 2021; Petriglieri et al., 2019; Ashford et al., 2018). The findings around the need for autonomy can also be explained using the self-determination theory which asserts that it is an individual's inherent and autonomous tendency to want to learn and grow, and that this process requires the meeting of three basic psychological needs, which are autonomy, relatedness and competence (Meng et al., 2023). Literature explained that when these needs are met, hybrid entrepreneurs perform at their peak and their well-being improved (Meng et al., 2023).

Participants also confirmed that they felt a sense of ownership because they are in control of all decisions concerning their businesses, which is confirmed in the literature review (Sessions et al., 2021; Petriglieri et al., 2019; Ashford et al., 2018). Some went as far as saying that their side businesses gave them a sense of belonging, similar to what was described about ownership, which was basically about being in control. Some participants said side hustles give them flexibility, which is confirmed in the Folta et al. (2010) study. This was flexibility in terms of when and how to complete the work. The latter meant that there are no strict requirements, processes and procedures as is the case with their employers. Participants added that side hustles help unleash their creativity. Participants mentioned that they always look forward to being creative and trying new things in their side hustle because they have the leeway to try different things. Demir et al. (2022) and Marshal (2019) reported that entrepreneurial activity brings about innovative behavior in the hybrid entrepreneur. They further argued that innovative capabilities are developed in the entrepreneurial role and they are refined and ultimately transferred to the full-time job (Demir et al., 2022; Marshal, 2019).

Other participants said they like the fact that their side hustles have social impact in the sense that they employ people. One of the participants aptly described that she does not just have fourteen employees, but she is looking after fourteen families. The other participant who owns a resort in Pretoria taught children from disadvantaged backgrounds how to swim in his resort during the holidays and he emphasized how that gesture had social impact. This is described in literature as self-transcendence which refers to when one engages in a side hustle to promote the welfare of others as well. It

is essentially when an individual transcends the desire to gratify one's self and looks to aid others (Sessions et al., 2021)

Concluding Remarks for Research Sub-Question One

There is a plethora of research talking to hybrid entrepreneurship as a transitory bridge to full-time entrepreneurship and this being one of the reasons why people engage in side hustles. Literature stated that hybrid entrepreneurship can be used a vehicle to full time self-employment by individuals who are explicitly considering a transition (Demir et al., 2022; Walsh & Stephens, 2022; Kurczewska et al.,2020; Folta et al., 2010). Literature argued that hybrid entrepreneurship has demonstrated that it is possible for entrepreneurs to have one foot into the business and another in employment while building their businesses (Demir et al., 2022; Klyver et al., 2020; Luc et al., 2018; Raffiee and Feng, 2014; Folta et al., 2010; Gänser-Stickler et al., 2022).

Hybrid entrepreneurship entry motives that were reported by this research which were also supported by the literature include supplementing income (Luc et al., 2018; Folta et al., 2010), the advent of the COVID-19 pandemic (Ravenelle et al., 2021), pursuit of passion (Thorgren et al., 2014; Folta et al., 2010 Delmar et al., 2008) and the general needs that are fulfilled by side hustles (Sessions et al., 2021). Results of the research which were not adequately covered by literature included wealth creation as a motive for hybrid entry and filling of service or product gaps in the market (without being pressured to meet immediate financial needs). This is the gap that this study fills.

6.3 Discussion of Results for Research Sub-Question 2

SQ2: To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?

The aim of this question was to explore the extent to which involvement in side hustles by full-time employees enables them to acquire skills that are useful in their main jobs. The question would help gain insights on sort of skills that are acquired and the extent to which they play a role in enhancing full-time work performance. Kurczewska et al. (2020) acknowledged that there is not enough research that speaks to hybrid entrepreneurs' knowledge and skills, particularly those skills that they are constantly developing through their doubled career experiences.

Business Acumen

Results showed that hybrid entrepreneurs acquire a myriad of skills. When asked about the sort of skills hybrids have acquired through their side hustles which have proven useful in their full-time jobs and thus improving their performance, most of the participants pointed out that their side hustles require them to be “all-rounders” in terms of business knowledge and skills because they run their businesses end-to-end. They highlighted that their businesses require them to play multiple roles. Their side hustles made them business savvy and to have the big picture or helicopter view of how businesses are run. Even though Marshall et al. (2019) states that hybrid entrepreneurs acquire skills in their side hustles and thus making them more efficient, he does not mention what those skills are. The author merely mentioned that hybrid entrepreneurs become more efficient and possess the ability to identify critical business issues better than their peers (Marshall et al., 2019). Given that the findings of this study highlighted the ability to understand business from end-to-end, one would have expected literature to spell it out in that way or at least refer to it in terms of what it is, that is, business acumen. This study therefore extends literature in so far as mentioning the specific skills that hybrids acquire in their side hustles which help them in their full-time jobs.

General Management

Similar to the Business Acumen mentioned previously, findings showed that the opportunity to play multiple roles in their side hustles enhances the hybrid entrepreneurs' general management skills. Participants mentioned that their formal jobs give them limited exposure to business because they only work on the functions they are hired for. Side hustles on the other hand, gives hybrid entrepreneurs much broader exposure. They are exposed to the strategic aspects of the business.

Literature mentioned individual skills variety (Meng et al., 2023), which may be tantamount to the multiple roles that hybrid entrepreneurs play in side hustles. Drawing on the job characteristics theory, the Meng et al. (2023) study explained that skill diversity is a critical part of the job characteristics model and its definition being the extent to which a job involves various activities in carrying out duties which demand the use of multiple skills and talents of the employee. They mentioned that all not skills may be valuable for the job at that time, but they make sense to hybrid entrepreneurs to possess. Meng et al. (2023) mentioned that individual skills variety is when an individual possesses multiple knowledge or skills through training programs or other means (Meng et al.,

2023). This does not however, categorically call out General Management skills as the skills that hybrid entrepreneurs acquire in their side hustles which help them show up more strategic in their wage work. The present study therefore extends the body of research around the specific skills that hybrid entrepreneurs acquire in side hustles.

Technical Skills

Results showed the various technical skills that hybrid entrepreneurs acquire in their side hustles, which help in their full-time jobs. Some of the skills mentioned included Finance, Tax, Accounting skills and so forth. Participants explained how these skills have enabled them to be involved in areas where they ordinarily wouldn't be involved. There were two examples cited in the results chapter demonstrating how side hustles equip hybrid entrepreneurs to do more in their formal jobs. One example was of an engineer who referred to updating finances in her projects because her side hustle gave her exposure on how to handle finance reporting. The second example was of a Finance person who does not deal with taxes in his main job, but due to the taxes that he has had to handle in his side hustle, he now provides input on tax matters in wage work. The same participant also mentioned a system that he uses in his side hustle, which boosts his confidence to use it when he is at work. Other participants emphasized how the skills acquired in their side hustles, have made them meaningful contributors in leadership forums, giving them confidence to advise their Executives on decisions to make.

Literature mentions skills variety and the learning experiences that are offered by side hustles (Marshall et al., 2019; Sessions et al., 2021; Demir et al., 2022; Ferreira, 2020; Karami & Tang, 2019) but does not go into details around the specific types of skills hybrid entrepreneurs acquire in side hustles that spill over to their formal jobs. The study therefore extends on the body of research around the specific skills acquired by hybrid entrepreneurs in their side hustles which are also beneficial in their full-time jobs.

Soft Skills

The results section highlighted how side hustles have helped to sharpen the soft skills of hybrid entrepreneurs. Participants pointed out that these soft skills are transferable to their full-time jobs. Participants mentioned soft skills such as Conflict resolution, Presentation and Communication skills, Emotional Intelligence, Problem-solving, Negotiation, Decision-making, Time Management and Delegation. Different scenarios were shared by different participants of how their side hustles have helped hone their

soft skills. One of the participants mentioned how his presentation skills have improved because he presents to his clients in his side hustle, which has in turn, helped him in his main job. Another example was provided of a lady who runs a salon and how her salon has helped her with conflict resolution skills. She mentioned that initially she would be emotional and take things personal but after experiencing conflict in her business a few times, she was better able to manage conflict in her workplace.

Literature mentions that time is a finite resource when one straddles side hustles and full-time work and to that end, hybrid entrepreneurs acquire impressive time management skills (Sessions et al., 2021). In addition to time management, problem-solving is also emphasized as one of the soft skills that hybrids acquire in side hustles. Sessions et al. (2021) reported that the positive psychological affect that side hustles have on hybrid entrepreneurs, plays a major role in complex problem-solving. It is further mentioned that the hybrid entrepreneurs' ability to persist on tasks, creates prolonged effort on problem-solving, which is linked to discretionary effort (thus enhancing full-time work performance). It was interesting to see how time-management and problem-solving were picked out among the many soft skills that hybrid entrepreneurs acquire in side hustles. Certainly, literature confirms some of the soft skills acquired by hybrid entrepreneurs in side hustles. This research ascertained that it is more than just time management and problem-solving, but other soft skills such as well, such as communication, emotional intelligence, presentation skills, conflict resolution, negotiation skills and decision-making. The findings therefore confirm some of the soft skills and extends by adding those that are not mentioned in the literature.

People Leadership

Participants also mentioned people leadership skills as skills acquired in side hustles which help in their full-time work performance. As previously explained in the results chapter, this is different from General Management skills mentioned earlier, because General Management skills are about operating on a high, strategic level, and understanding the different functions of the business and People Leadership is about leading people (whether they are direct reports or peers or general stakeholders). As previously explained, this is about the ability to manage and lead people. The results chapter gave an example of a lady who lacked confidence in leading her team at work, in the mine. The example highlighted that there were age dynamics in that situation which caused her to be intimidated when it came to managing the team. A similar situation

applied to another respondent who works in the banking sector, who alluded to the fact that he has to lead people who are older than him. Both participants mentioned that their side hustles gave them a good practice run. They reiterated that the experience in their side hustles helps them show up better as leaders in their formal jobs.

The researcher did not come across literature that touched on people leadership as a specific skill that hybrid entrepreneurs acquire in their side hustles which is beneficial in their full-time work. When Sessions et al. (2021) discussed the job characteristics theory, they mention task identity as a concept that describes a sense of competence and mastery that comes with side hustles because of the ability to start and finish a job without depending on others. They add that task identity gives the hybrid entrepreneur a sense of pride in their abilities (Sessions et al., 2021). Findings therefore contradict this notion of task identity because the participants who mentioned people leadership worked with others to ensure that their side hustles run smoothly. Their side hustles provided them with an opportunity to lead people and there was no desire to want to prove their abilities by working on their own as the task identity component of the job characteristics theory suggests.

Skills acquired in formal jobs which benefit side hustles

Findings of this study showed that skills which are beneficial in full-time work are not just acquired from side hustles, but that it can be the other way around as well. Participants mentioned that they have utilised skills acquired in formal employment to build and run their side hustles. It is important to note that most of these participants are participants who engaged in side hustles that are similar to their day jobs. Some of these participants found themselves without jobs after being laid off in their formal jobs and that inspired them to launch their side hustles. They used the knowledge, skills and competencies they had at that time to start their businesses. Once they found new jobs, they did not stop their side hustles.

Results showed how participants used the knowledge and skills gained in the corporate world to professionalise their side hustles. Participants provided specific examples of how they used their corporate skills and experience to build and run their side hustles. Examples of running board meetings, effective minute-taking and using the Microsoft office suite were provided. Additional examples of drafting policies to ensure that side businesses are well run were linked to experiences in formal employment.

These findings confirm literature which stated that hybrid entrepreneurs acquire skills and experience in formal work before starting their own businesses (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017). Literature stated that hybrid entrepreneurs take time to acquire business-related skills, to gather funds and develop professional networks prior to starting their businesses. Kurczewska et al. (2020) argued that it can, therefore, be implied that hybrid entrepreneurs generally have broad professional experience and solid education as a result of receiving professional training related to their paid formal jobs. Kurczewska et al. (2020) further pointed out that it may also be expected that hybrid entrepreneurs have more balanced and broader skills than pure entrepreneurs, which can be attributed to the constant switch between the different roles.

Concluding Remarks for Research Sub-Question Two

Literature speaks at great length about the variety of skills that hybrid entrepreneurs acquire in side hustles that are beneficial to their full-time jobs (Marshall et al., 2019; Sessions et al., 2021; Demir et al., 2022; Ferreira, 2020; Karami & Tang, 2019). The challenge, however, is that many of the authors do not mention the types of skills are that they are referring to and rarely give examples. This research was able to demonstrate the skills set acquired from side hustles, which are transferable to full-time work can be categorised as technical skills, soft skills and leadership skills. With regard to technical skills, literature was silent on that. In terms of soft skills, some but not all skills were mentioned in literature and leadership skills were not mentioned at all in literature.

The other aspect of the findings which was confirmed by the literature, was that skills are not only acquired from side hustles and transferable to full-time work but acquired from full-time work and transferable to side hustles as well. The question around which skills are acquired from side hustles which are transferable to full-time work was answered. According to the findings, the technical skills included Finance, Accounting, Tax and so forth and literature was silent on this. Soft skills included communication, presentation, conflict resolution, negotiation, decision-making, emotional intelligence. Literature some but not all of the soft skills. According to the findings, there was also people leadership and general management skills, which the literature was silent on. The insight gained around the skills that are obtainable from formal jobs to side hustles, according to the findings, were Admin related (running board meetings, professional minute-taking, using MS suite).

6.4 Discussion of Results for Research Sub-Question 3

SQ3: How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?

The aim of this question was to gain insights on the sort of strategies hybrid entrepreneurs employ to ensure satisfactory performance in the primary job. This question links directly to the main research question which seeks to understand the role of side hustles on full-time work performance.

Support: Colleagues

Results showed the various support systems that hybrid entrepreneurs have, which enable them to focus on their full-time jobs while running their side hustles. The first dominant theme when it came to support was that related to partnering with colleagues. Hybrid entrepreneurs mentioned that there are times when they are overwhelmed with work deliverables and cannot get to the side hustle work. Participants stated that in order not to disappoint the side hustle clients, colleagues in the industry and in their social circles are called upon to assist. What was observed about support from colleagues or peers is that they were not colleagues from work, these are people who are typically in their social networks who do the same side hustles as them. It later transpired in the employer attitudes section that participants preferred not to talk about their side hustles to work colleagues.

There is a literature gap in terms of this form of support for hybrid entrepreneurs. The fact that participants mentioned it so many times, it means it is a big consideration for them when they are under pressure and trying to balance their workload. Literature placed a lot of emphasis on the self-efficacy theory and self-determination theory. Self-efficacy was about the way in which hybrid entrepreneurs handle side hustles and tasks based on self-belief (Asante et al., 2022; Meng et al., 2023; Sessions et al., 2021). Self-determination theory on the other hand placed emphasis on an individual's inherent and autonomous tendency to want to learn and grow (Meng et al., 2023). Another study merely stated that the affective state from side hustles cause hybrid entrepreneurs to collaborate better with their co-workers in their full-time jobs and they are more likely to call for help from co-workers when needed (Sessions et al., 2021). The latter relates specifically to the formal work environment and not the side hustle. One did not get, from

the literature, a sense of communal support that was mentioned by the research participants. This therefore means that the findings extend the body of research around the tactics that hybrid entrepreneurs employ to ensure that their full-time work does not get affected while running side hustles.

Support: Family

Findings also pointed to family as a strong form of support when running side hustles. They referred to family as one of the pillars they lean on in order to make sure that their full-time work performance does not get negatively impacted while running side hustles. Participants mentioned that having supportive life partners helps with attempting to strike a balance between the two domains. Some participants explained that their wives get involved by co-running the businesses. Spouses came up quite a few times as a form of support. There is a participant who emphasized that his wife had to be involved because his business was conflicting with the full-time job. In addition to spouses, there was a participant who alluded to his dad's involvement in his farming business.

Similar to the colleagues/peers support pillar mentioned above, there seemed to be a literature gap on the family support pillar as well. Literature seemed to be fixated on the type of support hybrid entrepreneurs need when they wish to transition from full-time work to full-time entrepreneurship. The literature did not cover the support required to be effective both in the side hustle and formal job. The literature merely mentioned that the key to effective transitioning from hybrid entrepreneurship to full-time entrepreneurship is when one's immediate social network such as close friends and family are solid (Luc et al., 2018). The findings therefore extend on the body of research with regard to the tactics that hybrid entrepreneurs employ to ensure that their full-time work performance does not get affected while running side hustles.

Support: Human Resources

Participants mentioned the third pillar of support which helps them to maintain good performance at work while running side hustles, which was human resources support. This refers to the ability bring on board skilled and competent people to collaborate with them in their side hustles. This is a different group of people than the one mentioned earlier under the colleagues or peers section, because these individuals are hired by the hybrid entrepreneurs to form part of their teams in the side hustles. Most participants hired people/resources to help with the smooth running of the side businesses. It was

evident from the findings that some of these side hustles had grown enough to employ people. Participants with side hustles in the manufacturing, telecommunication, hair and beauty industries mentioned that they have people who work with them, who run the side businesses while they are busy with full-time work.

The researcher did not come across literature that discusses the resources or teams that support hybrid entrepreneurs. The literature focused mostly on the hybrid entrepreneur as an individual contributor and placed emphasis on theories mentioned in the colleagues support pillar above (that is, self-efficacy and self-determination) (Asante et al., 2022; Meng et al., 2023; Sessions et al., 2021). The literature also leaned more towards explaining the hybrid entrepreneurs' contribution as compared to their peers in wage work. For example, the literature reported that due to the motivation and opportunities that hybrid entrepreneurs are exposed to, they may exhibit more innovative behaviours in their full-time roles than their peers (Demir et al., 2022; Marshall et al., 2019). The findings therefore extend on the body of research with regard to the tactics that hybrid entrepreneurs employ to ensure that their full-time work performance does not get affected while running side hustles.

Support: Technology

Participants mentioned the fourth form of support which enables them to perform well at work while running side hustles, which is technological support. Here they referred to the systems that they have put in place to run their side hustles. These were systems to account for activities that take place in their side businesses. Some participants in the manufacturing industry mentioned the technological applications they use to communicate with their staff, to check productivity levels and track their location. Some participants mentioned the use of the WhatsApp application and how useful it is to communicate with their employees and clients. It was noted that communication via WhatsApp generally happened while in wage work which was sometimes distracting.

Literature does report on the use of the latest technologies by hybrid entrepreneurs to run their side hustles, albeit it is very general. Literature talks about task feedback as a concept that is linked to the job characteristic theory which is about visibility of work outcomes (Sessions et al., 2021). Task feedback is about obtaining client satisfaction feedback by getting reviews (examples include Uber, Bolt and Hello Peter) (Wegman et al., 2018; Sessions et al., 2021). The context in which task feedback is discussed is one

where hybrid entrepreneurs are able to obtain immediate feedback from the clients on services provided. This does not speak to technological support that ensures that the hybrid entrepreneurs full-time work performance is not negatively impacted.

Avoiding Overcommitting & Work Taking Priority

Findings showed that hybrid entrepreneurs avoid overcommitting to their side hustle clients when under pressure at work. This means that they carefully consider and manage the side business workload. Participants mentioned that they are honest enough to mention to the side hustle clients if the work cannot be done. Some participants even alluded to offboarding some clients when the main job became too demanding. One participant pointed out that there were times when he had to decline side hustle projects because he was busy at work and knew that he would not be able to deliver. Results showed that full-time work takes priority when hybrids are under pressure.

Literature did highlight that the pressure of hybrid entrepreneurship causes hybrids to abandon their side hustles. Asante et al. (2022), mentioned in their study how challenging hybrid entrepreneurship is, that is, to the extent of increasing the chances of hybrid entrepreneurs quitting their entrepreneurial activities. Due to the dual focus on both wage work and entrepreneurial activities, hybrid entrepreneurs are expected to perform well in both. Entrepreneurial persistence is therefore, about their decision to proceed with their business ventures despite the pressure of handling both (Caliendo et al., 2020). These findings therefore, confirm the literature.

The choice of a side hustle

Participants mentioned that the type of side hustle one chooses matters. Whereas some participants alluded to the fact that their side hustles do not require them to be there all of the time, others mentioned the importance of getting into a business that one understands because that will be less stressful. Some participants were involved in side businesses that are similar to their day jobs as that requires a low cognitive load and does not take too much energy away from them. The latter had its own challenges because of conflict of interest. These findings corroborated literature which stated that the gig economy has made side hustles so much easier because of the technological advancements which enable them to be performed through various platforms such as Uber, TaskRabbit, Instacart, and Rover (Ravenelle, 2021; Sessions et al., 2021; Davis,

2018). Knowledge work side hustles do not require one to leave their home desk. These findings confirm extant literature.

The Hours Worked (Time Management)

Results showed that hybrid entrepreneurs work on their side hustles on weekends and in the evenings. All the participants interviewed have eight hours contractual obligations with their employers. The eight hours are day shifts on weekdays, typically from 8h00 to 16h30 or 09h00 to 17h00 and hence all participants spoke about working on their side businesses after business hours and on weekends. Furthermore, most participants were clear about their working hours to the extent of advising their clients that side hustle work can only be done in the evenings and/or weekends. As mentioned in the results chapter, this was not the case for all participants as some participants were relaxed about their working hours between their employers and their side hustles. In some instances, there was even an overlap of the one domain's work into the time of the other and vice versa. Suffice to say that even though the rule of thumb for most of the participants is that side hustles are attended to after hours, there were calls, whatsapps and in some instances, side hustle meetings that were held during working hours.

The working hours that were mentioned participants were confirmed by the Haddon (2018) study which pointed out that most hybrid entrepreneurs perform their full-time employment duties during the day and take on side-hustling at night. Secondly, even though most of the participants claimed that they work on their side hustles on weekends and after business hours, there was evidence of spillover of work from one domain to the other and vice versa, which is confirmed in the literature (Newton et al., 2020; Sessions et al, 2021). Literature went on to highlight the problem of attention residue as hybrid entrepreneurs switch from one domain to another (Newton et al., 2020; Sessions et al., 2021). Newton et al. (2020) warned that attention residue can be interference from side hustles that disturbs performance at work because 1. focusing on multiple processes mentally increases cognitive load which negatively impacts performance (that is, slows it down) and 2. the mental multiple processing makes the hybrid entrepreneur prone to errors because distracted workers make mistakes due to divided attention. These findings confirm the extant literature.

Side hustle impact on full-time work performance

Despite the challenges faced by participants in terms of the balancing act, 90% of them confirmed that side hustles have not had any negative impact on their full-time work performance. They mentioned that they have things under control and used their employers' performance review feedback as an indicator. Most of them confirmed that they are successful workers in their formal jobs. Only two participants conceded to struggling with the juggling act.

It was also observed that most participants mentioned that instead of their performance being negatively affected by side hustles, it is in fact better than that of their peers. They reiterated that they are top performers, which is confirmed by literature. Literature documented that hybrid entrepreneurs exhibit high performance in their main jobs due to exposure to new ideas and different ways of doing things in their side hustles. Side hustles offer hybrid entrepreneurs valuable learning opportunities and exposes them to fresh ways of doing things (Urbig et al., 2021; Fini et al., 2017; Petriglieri et al., 2019; Sessions et al., 2021; Marshall et al., 2019). These findings confirm extant literature.

Concluding Remarks for Research Sub-Question Three

The study found that hybrid entrepreneurs have different forms of support to ensure that their full-time work performance is not negatively affected while they run side hustles. The pillars of support included colleagues, family, human resources and technology. These support pillars were not supported by extant literature, and thus causing this study to contribute to the body of research around these factors.

The study also found that as a way to maintain satisfactory performance at work, hybrid entrepreneurs avoid over committing to side hustle clients when they are under pressure because of the fear of jeopardising their formal jobs. It was clear that full-time jobs were always prioritised. This was supported by literature (Asante et al., 2022; Caliendo et al., 2020). The third way of ensuring that side hustles do not negatively impact performance was the hours the hybrid entrepreneurs work, that is, in the evenings and on weekends. This was confirmed by literature (Haddon, 2018).

It was however, noted that even though hybrids tried to balance the working hours, it was not always possible. There would be instances of time spillovers from one domain to another and this was supported by the literature (Newton, 2020; Sessions et al., 2021). It was

also noted that hybrid entrepreneurs are typically high performers as evidenced by their formal performance reviews. This was also supported by literature (Urbig et al., 2021; Fini et al., 2017; Petriglieri et al., 2019; Sessions et al., 2021; Marshall et al., 2019).

6.5 Discussion of Results for Research Sub-Question 4

SQ4: What role do side hustles play in the hybrid entrepreneur's overall well-being?

The aim of this question was to investigate what side hustles mean for the hybrid entrepreneur's health. This question was supported by literature as it stated that the question of how enriching or depleting side hustles are in terms of health remains largely unexplored (Campion et al., 2020).

Lack of Sleep

Results revealed that the overall well-being of hybrid entrepreneurs is a concern. All participants alluded to working extra hours during the week and on weekends. Some added public holidays to the days they work on their side hustles. As presented in the results section, due to playing multiple roles in their side businesses, participants indicated how stretched they are. Even those participants who claimed to have appointed people in their side hustles experienced the same in terms of long working hours. It also transpired from the results that there are times when participants function on a few hours of sleep while juggling the two. The long hours impacting the hybrid entrepreneurs' health was highlighted in literature (Haddon, 2018).

Stress

Results revealed that stress was a recurring theme when it came to the issue of juggling the two commitments. Participants mentioned that pressure from both sides causes them stress. Examples of stressors were provided such orders going wrong in their side hustles, Most participants generally linked their stress to the demands of both domains. When clients want their good and services delivered by a certain date and their formal demands the same, that is a stressful situation for participants. They felt the pressure of wanting to be perceived as highly professional. The literature suggested that the stressors that hybrid entrepreneurs experience may lead to health issues which may ultimately affect full-time work performance (Haddon, 2018).

Fatigue

Results revealed that fatigue is a given because of the number of hours hybrids put in. Most of the information that was quoted under the lack of sleep section links to this section because participants said they work throughout the night, bathed in the morning and went to work. Findings also showed that hybrids use their work leave to conduct side hustles. Participants spoke about not having holidays and no time off. These were some of the unhealthy and unsustainable practices that results uncovered. Even though Haddon (2018) mentions that the long hours worked by hybrid entrepreneurs are not good for their health, the information is limited and does not go into detail around the typical stressors are. The findings therefore extend the body of research around this element.

Burnout

Findings showed that participants experienced prolonged physical and mental stress, leading to burnout. Participants explained feelings of being overwhelmed and swamped at times. There is a participant who acknowledged being on medication for her mental health issues because she could not cope. It was also noted that there was a trust deficit between some hybrid entrepreneurs and their employees in the side hustles which meant that hybrids had to be more involved in their side businesses. This contributed to working unsustainable hours and eventually burning out. The researcher did not come across literature on this and thus extending the body of research.

Lack of work/life balance:

Findings showed that participants lacked work-life balance or work-life integration. Participants mentioned that their families suffer the consequences of their busy schedules. Participants pointed out that their children hardly see them because they work all the time. Some participants felt that it was better during the COVID-19 outbreak because lockdown periods meant spending time with their families. The lack of work-life balance was highlighted by the Haddon (2018) study. These findings therefore confirm extant literature.

Use of Annual Leave for Side hustles

Results showed that hybrid entrepreneurs use the annual leave benefit provided by their employers to do work related to their side hustles. Participants mentioned that they utilise annual or vacation leave to complete work for their side hustles. This therefore means

that they do not get time to relax and come back to work refreshed. Most participants mentioned that if they need to attend to their side hustles during the week and during working hours, they apply for annual/vacation leave. The researcher did not come across literature on this and thus extending the body of research.

Stress Coping Mechanisms

Results revealed that most hybrid entrepreneurs engage in physical activities as coping mechanisms to their stress. Most participants mentioned going to the gym to exercise, some mentioned walking and running. Some participants mentioned seeing mental health professionals (that is, attending therapy). There is one participant who spoke about meditation. Some participants spoke about cycling activities, reading books, camping and golf sessions. The researcher did not come across literature on this and thus extending the body of research.

Mentorship Support

Results showed that 35% of the participants had some kind of mentorship support to help strike a healthy balance between running their side hustles and full-time jobs. The other 65% did not have mentorship support. Findings further showed that even those who claim to have mentorship support, sometimes it is not support in the form that one would expect. Some referred to virtual resources and following inspirational public figures on social media as mentorship support. Other participants who claimed to have mentorship support were referring to social networks or peers whose expertise they could tap on whenever required.

Literature discusses mentorship support in the context of hybrid entrepreneurship intention, which means it is important right from start (Luc et al., 2018). Literature mentioned that accessibility of advice or mentorship support for starting up a new business has a positive effect in the first few stages of the hybrid entrepreneurial process (Luc et al., 2018). Interestingly enough, access to resources such as private funding and subsidies were found not to play a significant role in entrepreneurial intention (Luc et al., 2018). This therefore means that focusing on “soft” support could have more positive impact on entrepreneurial intention than focus in “hard” support (Luc et al., 2018). Findings therefore extend on the extant literature because sub-question four was focused on hybrid entrepreneurs who are already in the system rather than those who are still contemplating entry.

Job Satisfaction

Interestingly enough, job satisfaction was treated as a bonus sub-question in this study, whereas literature treated it as an integral part of the wellbeing aspect of hybrid entrepreneurship. It is in that light that it has been incorporated under the wellbeing heading in this chapter. In terms of literature, the Urbig et al. (2021) study found that there are five progressive outcomes that employers associate with hybrid entrepreneurs and they are innovativeness, job satisfaction, efficiency, personal development and creating a value proposition for the firms image. The findings of this research supported this literature as 65% of the participants reported job satisfaction in their main jobs while engaged in side hustles. The difference between this research and the Urbig et al. (2021) is that they asked employers and this study asked hybrids directly.

Concluding Remarks for Research Sub-Question Four

The study found that hybrid entrepreneurs work long hours which results in them not getting enough sleep, which was corroborated by literature (Haddon, 2018). The study also found that hybrid entrepreneurs experience stress, fatigue, and burnout which there seemed to be no literature for. Findings also revealed lack of work-life balance which was supported by literature (Haddon, 2018). The Haddon (2018) study further confirmed that the above-listed stressors may lead to health issues which may ultimately affect full-time work performance (Haddon, 2018). Findings also revealed that hybrids utilise their annual leave for side hustle matters, of which there is no literature for. Findings ascertained that hybrids have coping mechanisms for stress which the literature does not address. It was also clear from the majority of participants that hybrid entrepreneurship could be associated with job satisfaction, which is corroborated in the Urbig et al. (2021) study.

There is shortage of literature on hybrid entrepreneurship and wellness (Ardianti et al., 2022; Demir et al., 2022; Bouwhuis et al., 2017). One of the reasons for this shortage is that most studies have looked into full-time self-employment and well-being or full-time employment and well-being (Shir & Ryff, 2021; Stephan, 2018; Warr, 2017; Wiklund, 2019). The middle ground that is hybrid entrepreneurship remains neglected. This study has therefore proposes to make some contribution to close the aforementioned gaps.

6.6 Discussion of Results for Research Sub-Question 5

SQ5: What are the employers' attitudes towards side hustles?

The aim of this question was to explore, from the point of view of the hybrid entrepreneur, what their employers' attitudes are towards side hustles. Employer attitudes towards side hustles are part of the research that needs attention (Urbig et al., 2021).

Declaration of outside business interests

Findings showed that the majority of the participants declared their side hustles and one participant confirmed that he had not done so. Most participants mentioned that it is part of their employers' policies to declare their outside business interests. The latter suggested that most participants felt obligated to declare because of company policies. The general approach to declaration was that it has to be done to satisfy the employers' requirements. There was one participant who did not declare his side hustle to his employer and expressed strong feelings about how disclosure would jeopardise his career. He merely stated that since there is no conflict of interest, there is no need to let his employer know of his side hustle. The researcher did not come across literature around declaration of side hustles to full-time employers and thus extending the body of research.

Employer Attitudes

Findings showed that Employer Attitudes towards side hustles were split into positive and negative sentiment. 50% of the respondents felt that employer attitudes towards side hustles are negative, 35% felt they were positive and 15% felt they were neither positive nor negative.

Positive sentiment

The 35% of participants who shared positive sentiments around their employers' attitudes towards their side hustles, felt that their employers promote side hustles. Some of these participants were given time by their employers to do other activities outside of work. This is referred to as management support and time availability by Kuratko et al. (2014) when he discusses the five elements that promote corporate entrepreneurship. Some of these participants felt that their employers are fine with their side hustles because they are not in conflict. For some of these participants, the positive experiences were attributed to the fact that they are they good performers in their formal jobs.

Literature does speak to organisations that promote entrepreneurial thinking amongst their employees because of its advantages. Organisations that are pro corporate entrepreneurship embrace hybrid entrepreneurship because it is a breeding ground for innovation and competitive advantage (Urbig et al., 2021; Marshall et al., 2019; Kohler, 2016; Pitsakis et al., 2015; Umphress et al., 2013). These findings confirm the theory.

Indifferent Sentiment

Findings also discovered that there were some participants who felt that their employers were neither positive or negative about side hustles. These participants felt that as long as the side hustles have been declared and they are not using company resources to fulfil them, then their employers are neither supportive nor opposed to them. The researcher did not come across literature relating to these findings and thus the study extending the body of research.

Negative sentiment

50% of the participants expressed that employer attitudes towards side hustles are negative. They expressed this based on their experiences. They felt that employers view side hustles as a distraction. They mentioned that employers automatically assume that hybrid entrepreneurs use company resources and time when they declare side hustles. Some of the participants shared personal examples of being micro-managed post declaring their side hustles. One of the participants argued that managers who do not understand hybrid entrepreneurship have to see you in the office to know that you are working. Participants insisted that the employer/ employee relationship should be based on output, not micromanagement.

Literature supports these findings as there are studies that reported the negative employer attitudes towards side hustles (Fini et al., 2017; Vaznyte et al., 2021; Urbig et al., 2021) The Urbig et al. (2021) qualitative study for example, revealed that employers often pay attention to the negative side of side hustles. Some employers are so hostile towards side hustles to the extent of forbidding and monitoring that employees do not participate in side hustles and some even insist that those who participate in side hustles resign (Fini et al., 2017; Vaznyte et al., 2021). Scholars such as Clark (2018) and Dunn (2020) have also reported that side hustles are detrimental because they are a distraction that negatively impacts job performance.

Fear of speaking about side hustles

Findings showed there was fear amongst hybrid entrepreneurs of talking about side hustles in their formal jobs. This fear was first observed when they were asked about mentorship support and most of them clearly stated that they would not seek mentorship support from work colleagues. Participants had a fear of being perceived as distracted. Responses to the employer attitudes question made it even clearer that participants were uncomfortable talking about their side hustles. It was interesting to note that even though 90% of the participants confirmed that they have declared their side hustles, many of them deliberately did not mention the names of their entities or what services and products they offer. Participants seemed to have a fear of disclosing information about their side businesses because of fear of ruining their working relationships with their employers. This was documented in the Davis (2018) study where he mentioned a lawyer who was in the food delivery business after hours and cancelled orders whenever his employer placed orders.

Concluding Remarks for Research Sub-Question Five

The results for this research sub-question showed that hybrid entrepreneurs declare their side hustles albeit for policy's sake. It was also evident that even though they do declare their side hustles, they do not feel comfortable discussing their side businesses at work. They cited the reason of not wanting to be seen as distracted. Employer attitudes were also explored, from the point of view of hybrids and half of the participant population felt that employer attitudes are negative and the other half was split into positive and indifferent attitudes (that is, 35% and 15% respectively). Findings confirmed literature in so far as employer attitudes are concerned. There was also some evidence to support fear of talking about side hustles at work. Literature covering declaration of business interests in the formal job and how that process is generally handled was lacking and thus providing room for this study to add to the literature.

6.7 Conclusion

In conclusion, the discussion of the results has fulfilled the research aims of this study as highlighted in Chapters One and Three. This chapter discussed the findings that transpired alongside extant literature on hybrid entrepreneurship and the different aspects that were addressed by the research sub-questions.

In summary, the findings shed light on the motives behind hybrid entrepreneurship entry, the skills acquired via side hustles, how hybrids ensure that full-time work performance remains satisfactory while engaged in side hustles, the role that side hustles play in the hybrid entrepreneur's health and the employer attitudes towards side hustles. In terms of addressing the main research question which was about exploring the role of side hustles in full-time work performance, it was clear from the findings that if one has the appropriate support pillars in place, the likelihood of being successful in full-time work while running a side hustle is high.

The motivations for hybrid entrepreneurship entry can be summarised as mainly financial and non-financial. The skills acquired in side hustles were specific and spelled out, unlike in literature. There was also great insight about skills that are the acquired in formal jobs that are used in side hustles as well. There were also health related concerns as it pertained to the hours that are worked by hybrid entrepreneurs. The study revealed that trying to balance the two big commitments caused hybrids stress, fatigue, burnout, and lack of work-life balance. In terms of employer attitudes, it was clear that the majority of the participants thought that employers are generally opposed to side hustles, and hybrid entrepreneurs are reserved about opening up about their side hustles. The study made a meaningful contribution in all five key areas that were associated with the research sub-questions and there were aspects of the theory that were extended.

7 Chapter 7: Conclusion & Recommendations

7.1 Introduction

The previous chapter discussed results of the qualitative interviews conducted with 20 hybrid entrepreneurs to understand the role of side hustles on full-time work performance. This chapter will focus on the conclusion based on the main findings of the research. This will be done by pointing out what was studied and why it matters. What was already known and not known will be summarised and the specific answers that were found discussed. What was found in this study will be discussed in tandem with the interpretations. The value-add of the findings as it relates to the scholarly debate and business relevance will be highlighted. This chapter will also indicate the limitations of the study and describe the implications for management and/or other stakeholders. The chapter will close by proposing future areas for research.

7.2 Summary of the Study & Relevance

This study was about the role of side hustles in full-time work performance. The study worked with five key research sub-questions to attempt to answer the main research question. The questions were about the motives behind hybrid entrepreneurship entry as it was valuable to understand why hybrid entrepreneurs take on side hustles. Given the evolving world that we live in and how rapidly things change, what were the reasons for hybrid entry a decade ago may be different to the reasons provided by hybrid entrepreneurs today (Meng et al., 2023). The second sub-question looked at the skills that hybrid entrepreneurs acquire in side hustles which support them in their full-time jobs. The third sub-question looked into practical ways in which hybrid entrepreneurs maintain good standards of performance in full-time work while running side hustles. This sub-question linked directly to main research question that sought to understand the role of side hustles on full-time work performance. The fourth question looked at the health implications of running side hustles while in full-time work. The last sub-question explored employer attitudes towards side hustles.

This study is important because hybrid entrepreneurship is on an upward trend and yet it has not received the level of scholarly attention that it deserves (Meng et al., 2023). Despite being presented in a denigrating light by scholars and employers, hybrid

entrepreneurship or side hustles continue to be a growing phenomenon globally (Sessions et al., 2021; Rodell, 2013) and therefore making it important for the various relevant stakeholders to understand it. Among these stakeholders, are employers who need to understand this trend and devise appropriate ways of managing it. The McKinsey report confirmed that the future career trend is the gig economy and with the rapid technological advancement, side hustles are an integral part of that gig economy (Meng et al., 2023). The same report documented that the global gig economy will tally annual revenues as high as \$1.5 trillion by the year 2023 (Meng et al., 2023). The growth of the gig economy is leading to the demise standard employment relationships and creating an upsurge of unconventional, non-standard relations (Solesvik, 2017; Meng et al., 2023).

Research on the role of side hustles in full-time work performance remains largely unexplored (Meng et al., 2023; Sessions et al., 2021). The diversity of skills that hybrid entrepreneurs develop as they navigate both traditional employment and entrepreneurial pursuits has not received a lot of scholarly attention, whereas studying this phenomenon provided insights into how hybrids acquire and apply a broad range of skills (Kurczewska et al., 2020). The same applies to hybrid entrepreneurship and performance; and entrepreneurship and wellbeing, understanding these areas shed light on some of the traits and strategies that contribute to their ability to navigate multiple professional domains (Ardianti et al., 2022; Demir et al., 2022; Bouwhuis et al., 2017). Employer attitudes towards side hustles was another key area worth investigating particularly as there were contradictory views in literature where one group argued that organisations who are progressive embrace employees with entrepreneurial thinking and promote side hustles (Marshall et al., 2019; Kohler, 2016 Kuratko et al., 2014). and the other group arguing that employers are vehemently opposed to side hustles (Fini et al., 2017; Vaznyte et al., 2021; Urbig et al., 2021; Clark, 2018; Dunn, 2020).

7.3 Principal Findings

The aim of this section is to cover the specific questions that were answered. These were questions that were answered using an exploratory, qualitative method of conducting interviews. What was known and not known will be discussed. What was found and how it was interpreted will also be highlighted.

Sub-Question 1: What are the driving factors and motivations that lead employees with secure, full-time jobs to engage in hybrid entrepreneurship?

The aim of this question was to explore the motivations behind hybrid entrepreneurship. The aim was to ascertain the push factors to hybrid entrepreneurship entry and draw out the most updated views (Meng et al., 2023).

What was known about hybrid entrepreneurship entry motives was that they are financial and non-financial related. In terms of financial reasons, previous research had reported that some hybrid entrepreneurs pursue side hustles to supplement their income (Sessions et al., 2021; Luc et al., 2018; Folta et al., 2010). In terms of the non-financial reasons, it was known that hybrids sought to pursue their passion points (Thorgren et al., 2014; Folta et al., 2010; Delmar et al., 2008). There was a study that spoke to the needs that are fulfilled by side hustles which are not necessarily met by full-time employment (Sessions et al., 2021). It was known that the COVID-19 pandemic pushed some individuals to also pursue side hustles (Ravenelle et al., 2021). It was also known that uncertainty in formal employment drove some individuals to pursue hybrid entrepreneurship entry (Gänser-Stickler et al., 2022; Sessions et al., 2021; Davis, 2018). This study confirmed the above mentioned financial and non-financial reasons for hybrid entry.

Furthermore, there seemed to be an abundance of research talking to hybrid entrepreneurship as a transitory bridge to full-time entrepreneurship and this being one of the reasons why people engage in side hustles. What was known was that hybrid entrepreneurship can be used a vehicle to full time self-employment by individuals who are explicitly considering a transition (Demir et al., 2022; Walsh & Stephens, 2022; Kurczewska et al., 2020; Folta et al., 2010). The latter alludes to how hybrid entrepreneurship has made it possible for entrepreneurs to have one foot into the business and another in employment while building a business (Demir et al., 2022; Klyver et al., 2020; Luc et al., 2018; Raffiee and Feng, 2014; Folta et al., 2010; Gänser-Stickler et al., 2022). The findings of this study confirmed that hybrids are looking to ultimately transition to full-time entrepreneurship.

What was not known is other additional financial reasons for pursuing side hustles. This study uncovered wealth creation as a key factor. Previous studies placed emphasis on supplementing income and doing it for status (Sessions et al., 2021; Luc et al., 2018;

Folta et al., 2010). There is a study that mentioned that it is possible to pursue side hustles without being pressed for money (Folta, et al., 2010), but did not categorically state for what reason. To that end, this study places emphasis on wealth creation as an additional factor as it pertains to financial reasons.

Secondly, what was not known as another non-financial factor for pursuing side hustles, is how some hybrid entrepreneurs pursue side hustle to merely plug in gaps in the market. Previous studies did not shed light on this. As obvious as it may sound that one pursues a business opportunity because they have products and services to sell, it is equally important to highlight that some hybrids were motivated purely by this as opposed to being motivated by financial reasons.

Thirdly, even though previous studies mention that the COVID-19 pandemic drove some hybrids to pursue side hustles, these studies were not aligned to the research question of this study. Previous studies were focused on how difficult it was for employees to access unemployment financial assistance during that period (Ravenelle et al., 2021) This study delved into the circumstances that led to hybrid entry in the advent of COVID-19. It then became clear from the data collected that cut in wages and job losses led some hybrids to pursue entry.

Sub-Question 2: To what extent do side hustles contribute to the acquisition and development of new skills that are transferable to one's full-time job?

The aim of this question was to explore the extent to which involvement in side hustles by full-time employees enables them to acquire skills that are useful in their main jobs. The question would help gain insights on sort of skills that are acquired and the extent to which they play a role in enhancing full-time work performance. This question sought to fill a gap that existed in research which speaks to hybrid entrepreneurs' knowledge and skills, particularly those skills that they are constantly developing through their doubled career experiences (Kurczewska et al., 2020).

What was known is that the variety of skills that hybrid entrepreneurs acquire in side hustles that are beneficial to their full-time jobs (Marshall et al., 2019; Sessions et al., 2021; Demir et al., 2022; Ferreira, 2020; Karami & Tang, 2019). What was not known was the type of skills that hybrids acquire in side hustles which aid them in their full-time jobs. This study was able to demonstrate the skills set acquired from side hustles, which

are transferable to full-time work. These were technical skills, soft skills and leadership skills. The present study was able to demonstrate through its findings technical skills include Finance, Accounting, Tax and others. The soft skills that were part of the findings included communication, presentation, conflict resolution, negotiation, decision-making and emotional intelligence. Previous studies only mentioned time management. What was also not emphasized in previous studies is how side hustles sharpen one's people leadership and general management skills.

What was also known is that skills are not only acquired from side hustles and transferable to full-time work but acquired from full-time work and transferable to side hustles as well (Kurczewska et al., 2020; Xi et al., 2017; Solesvik, 2017). What was not clear from previous studies is the specific type of skills. The insight gained around the skills that are obtainable from formal jobs to side hustles, according to the findings, were Admin related (running board meetings, professional minute-taking, using MS suite).

Sub-Question 3: How do hybrid entrepreneurs ensure that their side hustles do not interfere with their full-time work performance?

The aim of this question was to gain insights on the sort of strategies hybrid entrepreneurs employ to ensure satisfactory performance in both domains (and ensuring that the requirements of the primary jobs are always met). This question links directly to the main research question which seeks to understand the role of side hustles on full-time work performance.

What was known is that when faced with immense pressure of balancing the two commitments, hybrid entrepreneurs would prioritise full-time employment (Asante et al., 2022; Caliendo et al., 2020). This meant neglecting side hustles at times until pressure has eased off a bit. Prioritising full-time employment also meant avoiding over-committing to side hustle clients when the hybrid entrepreneur is under pressure. Findings of this study confirmed previous studies.

What was also known is the time invested by hybrid entrepreneurs in making sure they do well in both domains. It was known that they work long hours, because they focus on full-time employment during the day and side hustles at nights and on weekends (Haddon, 2018). The findings of the study echoed the same point.

It was known that in trying to balance the two domains, hybrid entrepreneurs would face challenges and would not always get it right as there would be instances of time spillovers from one domain to another (Newton, 2020; Sessions et al., 2021). It was also known that hybrid entrepreneurs are typically high performers as compared to their peers because of the exposure that their side hustles afford them (Urbig et al., 2021; Fini et al., 2017; Petriglieri et al., 2019; Sessions et al., 2021; Marshall et al., 2019). Findings of this study confirmed these points as well.

What was not known is that hybrid entrepreneurs have different forms of support to ensure that their full-time work performance is not negatively affected while running side hustles. This study found that the pillars of support included colleagues, family, human resources and technology. These support pillars were not supported by extant literature, and thus causing this study to contribute to the body of research around these factors.

Sub-Question 4: What role do side hustles play in the hybrid entrepreneur's overall well-being?

The aim of this question was to investigate what side hustles mean for the hybrid entrepreneur's health. This question of how enriching or depleting side hustles are in terms of health remained largely unexplored (Campion et al., 2020).

What was known is that hybrid entrepreneurs work long hours which results in them not getting enough sleep and not having a work-life balance (Haddon, 2018). It was known that the stressors that hybrids experience may lead to health issues which may ultimately affect full-time work performance (Haddon, 2018). It was also known that hybrid entrepreneurship could be associated with job satisfaction (Urbig et al., 2021). The results of this study echoed the same findings.

There generally was, a shortage of previous studies on hybrid entrepreneurship and wellness (Ardianti et al., 2022; Demir et al., 2022; Bouwhuis et al., 2017). The reason for the shortage could be attributed to the fact that most studies focused on full-time self-employment and well-being or full-time employment and well-being (Shir & Ryff, 2021; Stephan, 2018; Warr, 2017; Wiklund, 2019). The middle ground of hybrid entrepreneurship was neglected

What did not come out clearly from previous studies is the fact that hybrid entrepreneurs experience a lot of stress, fatigue, and burnout. The Haddon (2018) study further confirmed stress, albeit very lightly. What was not known is that hybrids utilise their annual leave to complete side hustle matters. What was also not captured in previous studies are the coping mechanisms that hybrids lean on for stress relief. This study therefore proposes to make some contribution to close the aforementioned gaps.

Sub-Question 5: What are the employers' attitudes towards side hustles?

The aim of this question was to explore, from the point of view of the hybrid entrepreneur, what their employers' attitudes are towards side hustles.

What was known is that there are employers who are pro side hustles and pro corporate entrepreneurship as they perceive it as a breeding ground for innovation and competitive advantage (Urbig et al., 2021; Marshall et al., 2019; Kohler, 2016; Pitsakis et al., 2015; Umphress et al., 2013). Some of these employers even give their employees time off to focus on other activities outside of work to foster a culture of innovation (Kuratko et al., 2014).

What was also known is that there are employers who are anti-side hustles (Fini et al., 2017; Vaznyte et al., 2021; Urbig et al., 2021). It was known that some employers are so hostile towards side hustles to the extent of forbidding and monitoring that employees do not participate in side hustles and some even insist that those who participate in side hustles resign (Fini et al., 2017; Vaznyte et al., 2021). It was known that there are scholars who have discouraged side hustles, reporting them as a distraction that negatively impacts job performance (Clark, 2018; Dunn, 2020). It was known that hybrid entrepreneurs generally have the fear of speaking about their side hustles in their formal jobs (Davis, 2018).

What was not known is that there are employers who are "sitting on the fence", who are neither negative nor positive about side hustles. 15% of this study's participants felt their employers are indifferent. What was also not coming out strongly in previous studies is how declaration of interests are treated by employers and hybrid entrepreneurs. This study reported that most hybrid entrepreneurs declare their side hustles for policy's sake. It was also evident that even though they do declare their side hustles, they do not feel comfortable discussing their side businesses at work.

7.4 Scholarly Debate Contribution

Hybrid entrepreneurship has been reported as an area that has not been explicitly studied (Ardianti et al., 2022), this study makes a contribution to the growing body of knowledge around this topic. It is well documented that most studies focus on either full-time employment or full-time entrepreneurship (Ardianti et al., 2022).

Secondly, this study proposes to make a contribution to hybrid entrepreneurship and full-time work performance specifically, as a gap was identified (Meng et al., 2023). In relation to the sub-questions that the study explored, additional contribution is made with regard to hybrid entrepreneurship entry motives, skills acquired by hybrids which are beneficial in full-time employment, strategies employed by hybrid entrepreneurs to ensure that full-time work performance remains at a satisfactory level, hybrid entrepreneurship and wellbeing and lastly, employer attitudes towards side hustles.

7.5 Business Relevance of the Study

Consequences of neglecting hybrid entrepreneurship studies include this invisibility leading to hybrid entrepreneurs not being reported in national statistics (Ferreira, 2020). This is a concern because some of the hybrid entrepreneurs should be counted as employers. Neglecting this area of study also means absence of effective policies that enrich the positive economic effect made by hybrid entrepreneurs (Ferreira, 2020). Thirdly there is an undeniable increase in the number of hybrid entrepreneurs globally and yet there is little acknowledgement on the part of employers of this phenomenon. Studying the advantages and disadvantages of hybrid entrepreneurship will aid employers and their Human Resources teams to draft workplace policies that manage these groups of people effectively (Walsh & Stephens, 2022). The days of focusing on the negative side of side hustles are over as it is trend that is not going to end anytime soon. Instead, research shows that as time progresses, more and more employees are going to start businesses in parallel with their formal jobs (Urbig et al., 2021).

7.6 Recommendations to management/stakeholders

Recommendations to management or employers would be to suspend judgement in terms of their perceptions of side hustles. Every phenomenon has its advantages and disadvantages and would be good to study both sides to make informed decisions. To be hybrid entrepreneurship averse is to dislike the inevitable because as this study has

shown, side hustles are on an upward trajectory and more employees have the intention of starting and maintaining their side hustles. To that end, organisations in collaboration with their Human Resources representatives need to develop policies that can reap the benefits of entrepreneurial thinking and taking action in instances where this is abused.

There are a number of benefits that are associated with entrepreneurial thinking and activities in organisations. Organisations that are agile, forward-looking and innovative embrace entrepreneurial mindsets, which hybrid entrepreneurs bring (Walsh & Stephens, 2022; Urbig, et al 2021; Kuratko et al., 2014; Pitsakis et al., 2015; Umphress et al., 2013). Other benefits include promoting the brand of the company as hybrid entrepreneurs who are given the space to be themselves send a positive message to the external market and thus enhancing their employers' value proposition (Pitsakis et al., 2015; Umphress et al., 2013). Creating awareness of the benefits of employing hybrid entrepreneurs may be crucial so managers who manage in an old-fashioned way can learn more progressive ways of working with hybrids as research has shown that it is managers who understand the value of hybrid entrepreneurship who leverage it and reap the benefits thereof (Urbig et al., 2021). Other stakeholders such as government funding agencies that seek to drive up entrepreneurship in their economies, can offer both the soft (mentorship advice) and hard support (financial) to ensure entrepreneurial persistence in hybrids. As research has shown, soft support is more effective than hard support (Luc et al., 2018), whereas this study has shown that most hybrid entrepreneurs lack mentorship support.

7.7 Limitations of the Study

The study has identified three main limitations and they are presented below:

- A) Sample size – 20 interviews were conducted with hybrid entrepreneurs. This number was perhaps bigger than desired as saturation was reached quickly. It is worth pointing out, however, that a few new data points continued to be generated with new interviews.

- B) Gender Bias - The composition of the sample was skewed more towards males than females.

- C) Generalisability – Linked to the gender bias, generalisability may potentially be an issue as findings may not be generalisable to both genders if one is overrepresented in the sample.

7.8 Suggestions for Future Research

In light of the key discoveries in this study, the following suggestions are proposed for guiding future research endeavours:

Further research could focus on the hybrid entrepreneurs' family members to get a sense of how they are impacted by the phenomenon.

Future research could investigate employer attitudes towards side hustles from the employer's point of view, rather than the hybrid entrepreneur's.

Future research could entice health experts to explore the health effects of hybrid entrepreneurship by considering the strict and clinical guidelines used to assess holistic wellbeing.

There also may be benefit in conducting a quantitative study to confirm some of this study's findings.

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Appendix 1: Informed consent for interviews

I am conducting research on the influence of side hustles on full time work performance. Our interview is expected to be an hour long, and it will help me explore the role of side hustles on full time work performance. **Your participation is voluntary, and you can withdraw at any time without penalty.** By signing this letter, you are indicating that you have given permission for:

- The interview to be recorded;
- The recording to be transcribed by a third-party transcriber, who will be subject to a standard non-disclosure agreement;
- Verbatim quotations from the interview may be used in the report, provided they are not identified with your name or that of your organisation;
- The data to be used as part of a report that will be publicly available once the examination process has been completed; and
- All data to be reported and stored without identifiers.

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher:
Email:
Phone:

Research Supervisor:
Email:
Phone:

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

6. Job Satisfaction and Fulfilment:

- a. Do you think that engaging in a side hustle has had any impact on your job satisfaction in your main role?
- b. Does your side hustle fulfil any needs that your full-time job might not meet?

7. Stress and Burnout:

- a. Have you experienced any increase in stress or burnout due to juggling both roles?
- b. How do you cope with the potential challenges of managing multiple work commitments?

8. Employer Attitudes:

- a. Have you disclosed your side hustle to your employer or supervisor?
- b. How do you perceive your employer's attitude towards side hustles?

9. Support and Resources:

- a. Do you feel that your employer provides sufficient support or resources to help you maintain a balance between both roles?
- b. Have you sought advice or assistance from colleagues or mentors in managing your side hustle and full-time work?

10. Future Plans:

- a. Do you see yourself continuing with your side hustle in the long term?
- b. Are there any specific changes or adjustments you would like to make to improve your work performance in both roles?

Appendix 3: List of Participants

P-Code	Level of responsibility	Job related Industry	Side hustle Industry
P1	Transactional Sales Manager	Banking	Manufacturing
P2	Executive Head B2B	Telecommunication	Audit, Risk & Finance Services
P3	Group Legal and Corporate Affairs	Mining & Manufacturing	Farming (Goats)
P4	Senior Manager, Loyalty & Value	Broadcasting	Videography Services
P5	Senior Clinical Research Associate/PM	Pharmaceuticals	Legal Services, General Supplies & Construction
P6	Sales Engineer	Information Technology	Manufacturing
P7	Corporate Affairs Business Partner	Book Publishing	Corporate Affairs & Cleaning Services
P8	Senior Java Developer	Information Technology	IT Consulting
P9	Head of Project Management Office	Information Technology	Farming (Cows)
P10	Sales Director, SADC	Financial Technology	Engineering
P11	Mine Accountant	Mining	Hair & Beauty
P12	Operational Manager	Information Technology	Manufacturing
P13	Head Corporate Finance & Projects	Healthcare	Properties, Finance & Tourism Services
P14	Lead: Mechanical Engineer	Engineering	Project Management Services
P15	Contact Centre Manager	Telecommunication	Telecommunication
P16	Head of Mechanical Engineering	Engineering	Manufacturing
P17	Project Manager	Water Infrastructure	Ice Supply
P18	Operations Manager	Manufacturing	Project Management Services
P19	Finance Modeler	Information Technology	Property Management
P20	Head Financial Strategy	Standard Development	Financial Services

Appendix 4: List of Codes

Research Question	Code	Code Groups
Sub-Question 1	○ History of selling	Motivation
Sub-Question 1	○ Money a significant factor in starting the side hustle	Motivation
Sub-Question 1	○ Money not a significant factor in starting a side hustle	Motivation
Sub-Question 1	○ Monotony in full-time jobs	Motivation
Sub-Question 1	○ Motivation for side hustle	Motivation
Sub-Question 1	○ Ambition of self-employment	Motivation
Sub-Question 1	○ Boredom at work	Motivation
Sub-Question 1	○ Buffer against retrenchments	Motivation
Sub-Question 1	○ COVID pandemic	Motivation
Sub-Question 1	○ Diversification of income streams	Motivation
Sub-Question 1	○ Exposure to client billing	Motivation
Sub-Question 1	○ Filling the gap	Motivation
Sub-Question 1	○ Financial Freedom	Motivation
Sub-Question 1	○ Passion	Motivation
Sub-Question 1	○ Personality	Motivation
Sub-Question 1	○ Sense of ownership	Motivation
Sub-Question 1	○ Social Circle	Motivation
Sub-Question 1	○ Wealth Creation	Motivation
Sub-Question 1	○ Need	Motivation
Sub-Question 1	○ Control	Motivation
Sub-Question 1	○ Ownership	Motivation
Sub-Question 1	○ Needs fulfilled by the side hustles	Motivation
Sub-Question 1	○ Push factor	Motivation
Sub-Question 1	○ Retrenchments	Motivation
Sub-Question 1	○ Rigid corporate	Motivation
Sub-Question 1	○ Salary insufficient	Motivation
Sub-Question 1	○ Side hustles returns higher the FT job	Motivation

Research Question	Code	Code Groups
Sub-Question 1	○ Startup capital not an impediment	Motivation
Sub-Question 1	○ The necessity of a side hustle	Motivation
Sub-Question 1	○ Benefits of side hustles- Backup plan	Benefits of side hustles
Sub-Question 1	○ Benefits of side hustles- Confidence Builder	Benefits of side hustles
Sub-Question 1	○ Benefits of side hustles- Innovation	Benefits of side hustles
Sub-Question 1	○ Benefits of side hustles- Job creation	Benefits of side hustles
Sub-Question 1	○ Benefits of side hustles- No bureaucracy	Benefits of side hustles
Sub-Question 1	○ Benefits of side hustles- Societal impact	Benefits of side hustles
Sub-Question 2	○ Acquired skills but not used in corporate	Skills
Sub-Question 2	○ Bigger responsibilities at work	Skills
Sub-Question 2	○ Corporate skills transferable to the side hustle	Skills
Sub-Question 2	○ Downside of possessing skills that corporate will not use	Skills
Sub-Question 2	○ Playing multiple roles in the side hustle	Skills
Sub-Question 2	○ Skills	Skills
Sub-Question 2	○ Accounting	Skills
Sub-Question 2	○ Communication skills	Skills
Sub-Question 2	○ Corporate strategy	Skills
Sub-Question 2	○ Customer service	Skills
Sub-Question 2	○ Governance	Skills
Sub-Question 2	○ Managerial Skills	Skills
Sub-Question 2	○ Negotiation skills	Skills
Sub-Question 2	○ People Management	Skills
Sub-Question 2	○ Presentation Skills	Skills
Sub-Question 2	○ Strategic	Skills
Sub-Question 2	○ Technical skills	Skills
Sub-Question 2	○ Time management	Skills
Sub-Question 2	○ Skills transferable for side hustle to corporate	Skills
Sub-Question 2	○ Small businesses offer good customer service	Skills
Sub-Question 2	○ Time Management	Skills
Sub-Question 2	○ Delegation	Skills
Sub-Question 2	○ Undesirable workplace behaviours	Skills
Sub-Question 2	○ Being an all rounder	Skills

Research Question	Code	Code Groups
Sub-Question 3 & Main Question	○ Avoidance of overcommitting to side hustle clients	Performance
Sub-Question 3 & Main Question	○ Consequences of inability to balance	Performance
Sub-Question 3 & Main Question	○ Delegating in corporate	Performance
Sub-Question 3 & Main Question	○ Employee recognition	Performance
Sub-Question 3 & Main Question	○ Full-time work takes priority	Performance
Sub-Question 3 & Main Question	○ Hybrid working arrangement	Performance
Sub-Question 3 & Main Question	○ Inability to leverage resources	Performance
Sub-Question 3 & Main Question	○ Issues of trust	Performance
Sub-Question 3 & Main Question	○ Lack of discretionary effort in the full-time job	Performance
Sub-Question 3 & Main Question	○ Negative impact on full-time work performance	Performance
Sub-Question 3 & Main Question	○ No negative impact on full-time work performance	Performance
Sub-Question 3 & Main Question	○ Productivity & efficiency	Performance
Sub-Question 3 & Main Question	○ Productivity while side-hustling	Performance
Sub-Question 3 & Main Question	○ Promotion	Performance
Sub-Question 3 & Main Question	○ Side hustle demands	Performance
Sub-Question 3 & Main Question	○ Side hustles influencing creativity in main job	Performance
Sub-Question 3 & Main Question	○ Support	Performance
Sub-Question 3 & Main Question	○ Colleagues	Performance
Sub-Question 3 & Main Question	○ Family	Performance
Sub-Question 3 & Main Question	○ Health professionals	Performance
Sub-Question 3 & Main Question	○ Human Resources	Performance
Sub-Question 3 & Main Question	○ Systems	Performance
Sub-Question 3 & Main Question	○ Technology	Performance
Sub-Question 3 & Main Question	○ tools of trade (Whatsapp & Calls)	Performance
Sub-Question 3 & Main Question	○ Support from colleagues- positive	Performance
Sub-Question 3 & Main Question	○ Support HR- lack of trust	Performance
Sub-Question 3 & Main Question	○ Choice of side hustles	Performance
Sub-Question 3 & Main Question	○ Evenings & Weekends	Performance
Sub-Question 3 & Main Question	○ Hours worked per week	Performance
Sub-Question 3 & Main Question	○ Hybrid Work	Performance
Sub-Question 3 & Main Question	○ Ineffective	Performance
Sub-Question 3 & Main Question	○ Tough side hustle decisions	Performance

Research Question	Code	Code Groups
Sub-Question 3 & Main Question	o Travel affecting side hustle activities	Performance
Sub-Question 4	o Balancing between the two	Wellbeing
Sub-Question 4	o Balancing full-time work & side hustles	Wellbeing
Sub-Question 4	o Negative	Wellbeing
Sub-Question 4	o Positive	Wellbeing
Sub-Question 4	o Burnout	Wellbeing
Sub-Question 4	o Negative	Wellbeing
Sub-Question 4	o Positive	Wellbeing
Sub-Question 4	o Gratitude towards the employer	Wellbeing
Sub-Question 4	o Lack of mentorship support	Wellbeing
Sub-Question 4	o Lack of work-life balance	Wellbeing
Sub-Question 4	o Learning by trial & error	Wellbeing
Sub-Question 4	o Mentorship support- positive	Wellbeing
Sub-Question 4	o Remote working side hustle	Wellbeing
Sub-Question 4	o Stress coping mechanisms	Wellbeing
Sub-Question 4	o Stress coping mechanisms- negative	Wellbeing
Sub-Question 4	o Stress of juggling both- negative	Wellbeing
Sub-Question 4	o Stress of juggling both- positive	Wellbeing
Sub-Question 4	o Utilisation of full-time employment benefits- Annual Leave	Wellbeing
Sub-Question 4	o Wellness concerns	Wellbeing
Sub-Question 4	o Full-time work as means to an end	Job Satisfaction
Sub-Question 4	o Job dissatisfaction & side hustles	Job Satisfaction
Sub-Question 4	o Job satisfaction - Other	Job Satisfaction
Sub-Question 4	o Job satisfaction - Unsure	Job Satisfaction
Sub-Question 4	o Side hustle does not enhance full-time work performance	Job Satisfaction
Sub-Question 4	o Side hustles and job satisfaction	Job Satisfaction
Sub-Question 5	o Disadvantages of side hustles	Employer Attitudes Towards Side hustles
Sub-Question 5	o Competing with employer	Employer Attitudes Towards Side hustles
Sub-Question 5	o Split attention	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer attitudes towards side hustles	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer attitudes- Dependent on performance	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer attitudes- Indifferent	Employer Attitudes Towards Side hustles

Research Question	Code	Code Groups
Sub-Question 5	o Employer attitudes- Positive	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer guarding their interests	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer support	Employer Attitudes Towards Side hustles
Sub-Question 5	o employer support- positive	Employer Attitudes Towards Side hustles
Sub-Question 5	o Employer support- Unsure	Employer Attitudes Towards Side hustles
Sub-Question 5	o Encouraging side hustles	Employer Attitudes Towards Side hustles
Sub-Question 5	o Exploitation by employers	Employer Attitudes Towards Side hustles
Sub-Question 5	o Fear of talking about the side hustles	Employer Attitudes Towards Side hustles
Sub-Question 5	o Micro-management	Employer Attitudes Towards Side hustles
Sub-Question 5	o Negative perceptions	Employer Attitudes Towards Side hustles
Sub-Question 5	o No conflict of interest	Employer Attitudes Towards Side hustles
Sub-Question 5	o Side hustle declaration- not open	Employer Attitudes Towards Side hustles
Sub-Question 5	o Side hustle disclosure	Employer Attitudes Towards Side hustles
Sub-Question 5	o Utilising the employer's time	Employer Attitudes Towards Side hustles
Sub-Question 5	o Conflict of interest	Employer Attitudes Towards Side hustles
Sub-Question 5	o Intention to continue hybrid entrepreneurship	Intentions
Sub-Question 5	o Intention to ultimately leave corporate	Intentions
Sub-Question 5	o No intention to continue hybrid entrepreneurship	Intentions
Sub-Question 5	o Transitioning to the side hustle full time	Intentions
Additional Codes	o Aspirations for the side hustle	Other
Additional Codes	o Bespoke solutions	Other
Additional Codes	o Business co-ownership	Other
Additional Codes	o Business Partnerships	Other
Additional Codes	o Business values	Other
Additional Codes	o Client relationships	Other
Additional Codes	o Customer centricity	Other
Additional Codes	o Financial discipline	Other
Additional Codes	o Full-time job description	Other
Additional Codes	o Banking	Other
Additional Codes	o Book Publishing	Other
Additional Codes	o Broadcasting	Other
Additional Codes	o Engineering	Other

Research Question	Code	Code Groups
Additional Codes	○ FinTech	Other
Additional Codes	○ Healthcare	Other
Additional Codes	○ IT	Other
Additional Codes	○ IT Projects	Other
Additional Codes	○ Manufacturing	Other
Additional Codes	○ Mining	Other
Additional Codes	○ Mining & Manufacturing	Other
Additional Codes	○ Pharmaceuticals	Other
Additional Codes	○ Water Infrastructure	Other
Additional Codes	○ Full-time job description: Telecommunication	Other
Additional Codes	○ Telecommunication	Other
Additional Codes	○ Full-time job industry	Other
Additional Codes	○ Banking	Other
Additional Codes	○ Broadcasting	Other
Additional Codes	○ Pharmaceuticals	Other
Additional Codes	○ Telecommunication	Other
Additional Codes	○ Full-time job remote working arrangements	Other
Additional Codes	○ High customer expectations	Other
Additional Codes	○ How long the side hustle has been in existence	Other
Additional Codes	○ International footprint	Other
Additional Codes	○ Level of responsibility	Other
Additional Codes	○ Junior Management	Other
Additional Codes	○ Senior Management	Other
Additional Codes	○ Middle Management	Other
Additional Codes	○ Livelihood	Other
Additional Codes	○ Local Footprint	Other
Additional Codes	○ Number of side hustles: 2	Other
Additional Codes	○ Organically growing a side hustle	Other
Additional Codes	○ Personal beliefs	Other
Additional Codes	○ Personal values	Other
Additional Codes	○ Philosophy of hybrid entrepreneurs	Other
Additional Codes	○ Prevalence of side hustles	Other

Research Question	Code	Code Groups
Additional Codes	○ Products	Other
Additional Codes	○ Recommendations- Government & Private Sector support	Other
Additional Codes	○ Self-funding	Other
Additional Codes	○ Side hustle description	Other
Additional Codes	○ Audit, Risk Management & Finance consulting	Other
Additional Codes	○ Cleaning services	Other
Additional Codes	○ Construction	Other
Additional Codes	○ Engineering	Other
Additional Codes	○ Farming	Other
Additional Codes	○ Finance, Properties & Tourism	Other
Additional Codes	○ Financial services	Other
Additional Codes	○ Goats Raring	Other
Additional Codes	○ Hair & Beauty	Other
Additional Codes	○ Ice Supply	Other
Additional Codes	○ IT Consulting Services	Other
Additional Codes	○ Legal Services	Other
Additional Codes	○ Manufacturing (Automotives)	Other
Additional Codes	○ Manufacturing (Network Cables)	Other
Additional Codes	○ Media	Other
Additional Codes	○ Media & Communication	Other
Additional Codes	○ Project Management	Other
Additional Codes	○ Property	Other
Additional Codes	○ Telecommunication	Other
Additional Codes	○ Videography	Other
Additional Codes	○ Side hustle description: Consulting Services	Other
Additional Codes	○ Side hustle description: Manufacturing (Muffins & Furniture)	Other
Additional Codes	○ Side hustle industry	Other
Additional Codes	○ Side hustles that did not work out full time	Other
Additional Codes	○ Target Market	Other
Additional Codes	○ Theft of business ideas	Other

Research Question	Code	Code Groups
Additional Codes	○ Inherited business	Other