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Understanding the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Philosophy in Corporate Strategy (MPhil CS)

29 November 2021

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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 Philosophy in Corporate Strategy 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.

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ABSTRACT

Hybrid entrepreneurship is society's response to employees wanting to live out their passions whilst leaning on the stability that comes with working full-time. With hybrid entrepreneurship comes the question of motivation as hybrid entrepreneurs are motivated by both monetary and non-monetary benefits. The consistent motivational undertone for partaking in entrepreneurial activities is the ability to make supplementary income whilst doing something of meaning. The COVID-19 pandemic has made it clear to employees that even the safety of their jobs could be threatened due to the economic inactivity which was a direct consequence of the world shutting down and gradually slowing down. It is no surprise that the new world of work has been introduced to hybrid entrepreneurs who play a huge role in driving economic development and job creation. The research set out to understand the motivations and unique set of challenges, achievements, and lessons that South African hybrid entrepreneurs have encountered in their journey to add to the body of hybrid entrepreneurship literature.

Qualitative research methodology was used to gather primary research data using online semi-structured interviews. An interpretive phenomenological research philosophy framed the research study to ensure that the concepts and connections interpreted from the 16 participants were an accurate depiction of their lived experiences. The research outcome proposed a tentative extension in hybrid entrepreneurship literature due to the depth and breadth brought on by the hybrid entrepreneurial view of empowerment, entry motivators within gender gaps, unique behavioural nuances of hybrid entrepreneurs with multiple side hustles and the impact of one's ethical background on hybrid entrepreneurial entry and general exploitation of opportunities. The main limitations of the research study were framed by it not focusing on hybrid entrepreneurship from the perspective of their family members and not taking a deep dive into the lived experiences and motivations of hybrid entrepreneurs with multiple side hustles.

Keywords:
hybrid entrepreneurship, working full-time, full-time entrepreneurship, motivation, journey

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GLOSSARY OF TERMS

4IR	Fourth Industrial Revolution
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China, and South Africa
COVID-19	Coronavirus Disease of 2019
FTE	Full-time Entrepreneurship
FTJ	Full-time Job
GEM	Global Entrepreneurship Monitor
GDP	Gross Domestic Product
HE	Hybrid Entrepreneurship
IPA	Interpretative Phenomenological Analysis
PTE	Part-time Entrepreneurship

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1. Background to the study

For decades, corporate conformity has underpinned how employment is structured and that often means people are subject to a single view of how to navigate their work lives – the single nine to five for the entire duration of their working careers. The way we work is changing, flexibility is the buzzword as employees' exploration of personal interests that are beyond what their jobs can offer through passion projects is fast becoming the norm (Cannon, 2019). Hybrid entrepreneurship thus offers a safe bridge to get the best of both worlds (Viljamaa, Varamäki and Joensuu-Salo (2017).

Hybrid entrepreneurs are entrepreneurs who have not leapt into being full-time entrepreneurs; they are in a state of hybridity, as they've opted to keep their full-time jobs while also running their businesses (Solesvik, 2017). The motivations for partaking in entrepreneurial activities whilst working full-time differ per individual. Some individuals indicate that hybrid entrepreneurship provides a path to a supplementary income, while others seek non-monetary benefits as a reliable gateway to explore the transition into full-time entrepreneurship (Thorgren, Sirén, Nordström, & Wincent, 2016).

1.2. The research problem

Hybrid literature dating back to 1977 cites the theoretical reasoning to hybrid entry as monetary, non-monetary and transitional. Individual goal orientation and organisational policy are also noted as motivational factors that encourage or deter individuals to hybrid entrepreneurship (Demir, Werner, Kraus, & Jones, 2020).

Investigating the lived experiences of hybrid entrepreneurs in a resource-constrained context like South Africa will broaden the knowledge base and thus have a positive impact in helping to alleviate South Africa's entrepreneurial uptake. Solesvik (2017) states that in recent years, global policymakers interested in growing entrepreneurship rates wish to develop tailormade

programmes to support and encourage individuals to become entrepreneurs because such programmes have a probability of becoming even more successful if the focus would be on hybrid entrepreneurship. Conducting this research study in South Africa will highlight its unique institutional settings to help degeneralise entrepreneurship research away from the mainstream debate (Bögenhold, 2019; Gaddefors & Anderson, 2017; Welter, 2008).

The Global Entrepreneurship Monitor (GEM) South Africa highlights entrepreneurship as a significant driver of economic development and job creation. However, fear of failure is significantly high at 49.8%, with only 11.9% of individuals having entrepreneurial intentions (Bowmaker-Falconer & Herrington, 2019).

An extra dimension for recent times was the impact of the COVID-19 pandemic on entrepreneurial activity. During the beginning of lockdown many new and established businesses were hit hard by the sudden shutdown of the world, when the reality of the pandemic levelled, businesses were expected to adapt or evaporate. Since entrepreneurs are individuals who normally spot and respond to opportunities, during the pandemic some businesses thrived whilst an equal amount scaled down or closed shop. Business growth was propelled by resilience, innovation, and business transformation (GEM, 2021).

Folta, Delmar and Wennberg (2010) state that hybrid entrepreneurship may provide a soft landing for full-time employees considering transitioning to self-employment. Hybrid entrepreneurship will thus inhibit one's fear of failure during entrepreneurial start-up and make the switching decision easier in the presence of uncertainty about business growth.

Hybrid entrepreneurship is expected to be different in the South African context because South Africa experiences a unique set of challenges than the rest of the world, exempli gratia, consistent economical underperformance - with the gross domestic product (GDP) per capita declining since 2011 and high unemployment rates (34.4%) which are greater than other countries in the BRICS group of emerging national economies (ranging between 4.6% and 3.6%). Furthermore, low entrepreneurial uptake, the failing education system linked to South Africa's economic stagnation and South Africa's rate of adaptation regarding the Fourth

Industrial Revolution (4IR) limits entrepreneurship activity (Bowmaker-Falconer & Herrington, 2019; Stats SA, 2021).

These challenges impact hybridity because they play a role in the level of productivity businesses are able to generate to boost economic growth. Therefore, a hybrid entrepreneurship pipeline that is unique to South Africa is essential. This research study will help to understand South African hybrid entrepreneurship better. Context matters because entrepreneurs create or extract value from the opportunities that exist in their surroundings. One's surroundings can therefore inhibit or propel entrepreneurship – hence the "need to learn more about how entrepreneurship and context interact" (Gaddefors & Anderson, 2017, p. 267).

1.3. The research questions

The primary research question of this research study is: What are the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context? The primary research question served as an acceptance of Solesvik's (2017) invitation who was adamant that a need to gain a deeper "…understanding of the motives, behaviours, and intentions of hybrid entrepreneurs…" (p. 34) was necessary to fully understand one's hybrid entrepreneurial journey.

The four sub-research questions that followed from the primary research question are outlined below:

1.3.1. Sub-research question one: How does the attainment of monetary and non-monetary benefits motivate individuals to become hybrid entrepreneurs?
1.3.2. Sub-research question two: How do hybrid entrepreneurs describe their entrepreneurial journeys?
1.3.3. Sub-research question three: How was hybrid entrepreneurship enabled for individuals experiencing it?
1.3.4. Sub-research question four: How was hybrid entrepreneurship constrained for individuals experiencing it?

1.4. The research aims

The practical implications of this research study are to use the insights gathered for the benefit of South African hybrid entrepreneurs, organisational policymakers, support agencies, potential investors, government agencies, trade unions, and the like so that they are better equipped to enlist strategies that will increase the uptake of entrepreneurship in South Africa.

The research objectives of the study are to understand the hybrid entrepreneurship experience from the individual point of view. Thus far the lived experiences and continual motivations of entrepreneurs during the path of hybridity have not been explored (Gaddefors & Anderson, 2017). The researcher would like to understand everyone's unique push or pull factors in greater depth The circumstantial view of entrepreneurship will add to current knowledge of what entrepreneurship is about. Putting mainstream entrepreneurship to the side and homing in on a resource-constrained context like South Africa will assist "researchers to conceptualise the messiness and complexity of 'real-life' entrepreneurship" (Welter, 2008, p. 3).

Through this exploratory study, the researcher aims to outline the constructs in existing literature as its understanding may assist the researcher in the refining of entrepreneurship literature.

1.5. The research contribution

The research study's examination of the motivations and lived experiences of hybrid entrepreneurs provide greater depth and breadth into the nuances of difference in a resource-constrained setting and thus proposes a tentative extension of certain aspects of hybrid entrepreneurship literature (Folta et al., 2010; Neneh, 2020; Sessions, Nahrgang, Vaulont, Williams, & Bartels, 2021; Solesvik, 2017; Thorgren et al., 2016; Viljamaa et al., 2017), however incremental.

1.6. The scope of the research

Solesvik's (2017) research invitation did not articulate whether the motives, behaviours and intentions of hybrid entrepreneurs needed to be further understood from a different contextual setting, it just mentioned the limited knowledge that existed in general.

The research study focused on understanding the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context to add to the limited narrative noted by Solesvik (2017) and limited hybrid entrepreneurship literature in South Africa. The researcher chose to obtain insights from full-time employees who had a side business for longer than two years because they would be able to provide a retrospective view of their motivations for entry and subsequent lived experiences after hybrid entry.

1.7. A brief outline of the study

The researcher organised this research proposal into four chapters, and they can each be abridged as follows:

Chapter One: Introduction and background
This chapter offers an introduction to the study. It provides a detailed account of the situation where the research problem exists, defines the underlying concern by understanding the situational analysis.

Chapter Two: Literature review
This chapter provides a deep dive into the existing knowledge on hybrid entrepreneurship and outlines an expansive understanding of concepts explored thus understanding the problem, opportunity, or challenge from an academic context to formulate an answer to the primary research question.

Chapter Three: Research questions
This chapter provides research questions that inform why the research methodology outlined in chapter four was selected.

Chapter Four: Research design and methodology

This chapter interrogates the final research design and methodology. The researcher provides thorough reasoning on the choice of the research design. The rationale on which sampling strategies were adopted, how data was collected, collated, and interpreted. The researcher also details how the ethical considerations surrounding reliability, validity and trustworthiness were dealt with.

Chapter Five: Primary research findings

This chapter presents the findings of the primary research conducted by the researcher, using the research design and methodology outlined in chapter four.

Chapter Six: Discussion

This chapter provides a comprehensive discussion, interpretation, and conclusion of the primary research findings from chapter five.

Chapter Seven: Research conclusions

This chapter provides conclusions that help answer the researcher's primary research question and offers tentative contributions to hybrid entrepreneurship literature.

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CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter will provide a conceptual framework to solidify the concepts and theories introduced in the preceding chapter from existing knowledge and provide a view of how these concepts have evolved (Hart, 2018; Tracey, 2019). This will showcase how the research concern is situated in literature and seek to formulate the answer.

There is unanimity among academics (Ferreira, Lord Ferguson, & Pitt, 2019; Folta et al., 2010; Schulz, Urbig, & Procher, 2017; Solesvik, 2017) in the hybrid entrepreneurship space when it comes to describing hybrid entrepreneurship: the core construct is such that individuals consciously decide to keep their salaried full-time employment while they are simultaneously engaging in entrepreneurial endeavours. Contrary to those academics who agree, there are a few in disagreement as they refer to hybrid entrepreneurship as “part-time entrepreneurship” or “multiple job holding” (Demir et al., 2020, p. 12). It is important to make a distinction between hybrid entrepreneurship and part-time entrepreneurship (PTE) as PTE could result in freelancing or gigging due to the time threshold applied in PTE.

Folta et al. (2010) is noted as the core contributor to hybrid entrepreneurship research by Demir et al. (2020) because he solidified the definition of hybrid entrepreneurship to be individuals who partake in self-employment while retaining their permanent job. The researcher’s chosen definition for hybrid entrepreneurship coincides with Folta et al. (2010).

The researcher’s chosen lens to view hybrid entrepreneurship is influenced by Welter (2008) who advocates that entrepreneurship research needs to take place in particular contexts and communities due to it being a circumstantial event. This implies that context influences *how and why* [emphasis added] individuals start businesses. Through this literature review, the researcher aims to understand the lived experiences of hybrid entrepreneurs in a resource-constrained context.

The roadmap below (see Figure 1) aims to provide a logical structure and flow to present the literature.

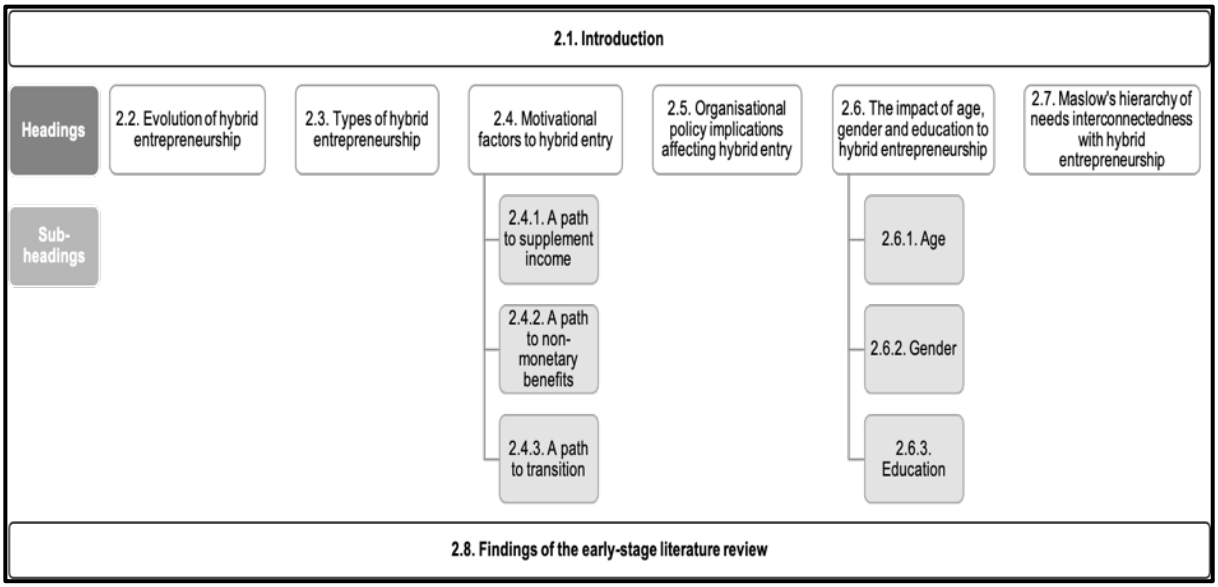

Figure 1: The early-stage literature review roadmap (Source: The researcher's compilation)

Table 1 provides the rationale for the themes explored are outlined in this chapter.

Table 1: Rationale for the themes explored in Chapter two

Themes explored	Introduced, discussed, and argued by
Hybrid entrepreneurship evolution	Demir et al. (2020)
Types of hybrid entrepreneurship	Viljamaa et al. (2017)
The motivational factors to hybrid entry	Demir et al. (2020) and Dzomonda & Fatoki (2018)
The policy implications affecting hybrid entrepreneurship	Ferreira et al. (2019); Schulz, Urbig & Procher (2016) and Solesvik (2017)
The connection between Maslow's hierarchy of needs and hybrid entrepreneurship	Dzomonda and Fatoki (2018)
the impact of age, gender and education on hybrid entrepreneurship	Demir et al. (2020); Solesvik (2017) and Thorgren et al. (2016).

Source: The researcher's compilation

The identified themes are noted as foundational in solidifying the understanding of hybrid entrepreneurship (Dzomonda & Fatoki, 2018) hence the researcher deemed that they would be the correct one's to focus on in the early-stage literature review.

2.2. The evolution of hybrid entrepreneurship

Hybrid entrepreneurship has received increased scholarly interest in recent years. Changes in labour market conditions, demographics and societal norms have led to the uptake of flexible work and makeshift occupations. A prevailing illustration of this is hybrid entrepreneurship (Demir et al., 2020; Thieme, 2018; Thorgren et al., 2016). Demir et al. (2020) provide a comprehensive review of the existing body of knowledge and existing gaps within hybrid entrepreneurship by analysing 43 papers that speak to the topic.

First lesson: Hybrid entrepreneurship literature dates to 1977. Despite increased scholarly interest over the years, tangible insights about what is known have not yet transpired (Demir et al., 2020) especially in the South African domain (Bögenhold, 2019). Barring Dzomonda and Fatoki's (2018) study that aims to "demystify the motivations towards hybrid entrepreneurship among the working populace in South Africa" (p. 1).

Across multiple countries 'pure' entrepreneurs are more than hybrid entrepreneurs (Folta et al., 2010). The six European countries that contribute the most to hybrid entrepreneurship are Germany, Poland, United Kingdom, France, Sweden, and Italy. Digitisation is said to increase hybrid entrepreneurship in other countries. Since "different countries have different institutional settings" (Bögenhold, 2019, p. 14), generalising entrepreneurship is difficult as "contextual views" are important to highlight the diversity in entrepreneurship.

Second lesson: Entrepreneurship literature groups hybrid entrepreneurship on its own and not part of the overall categories contained in entrepreneurship; therefore, causing hybrid entrepreneurs to be sometimes omitted from entrepreneurship samples and global entrepreneurship uptake rates. This increases the probability of unknown concepts and gaps within hybrid entrepreneurship not being added to the existing knowledge base (Demir et al., 2020).

Third lesson: Different terminology is used to describe hybrid entrepreneurship by different authors, exempli gratia, out of the 43 relevant papers that spoke about hybrid entrepreneurship, only 18 of them contained the keyword 'hybrid entrepreneurship' (Demir et al., 2020). This is indicative of the fact that hybrid entrepreneurship is a relatively new area of entrepreneurship research and therefore a lot still needs to be understood about it (which is why it is important for the research around the lived experiences of hybrid entrepreneurs in a resource-constrained context to be conducted) considering "hybrid entrepreneurship might vary across countries" (Demir et al., 2020, p. 20).

Fourth lesson: Recent entrepreneurship literature provided crisis management strategies for survival in the short term. The authors put entrepreneur resilience as a key trait that was needed to for them to pivot during a crisis which often resulted in most business either failing outright, losing income, or reducing their resources. (Ratten, 2021). The sad reality was that small and medium enterprises would typically be the more affected, but through effective use of digital innovation, a refinement of one's organisational capabilities, entrepreneurs had an opportunity to create value and expand their territory even amidst a crisis so that they would be able to have strategically agile organisations who have leveraged and exploited opportunities post-crises (Akula & Singh, 2021; Ratten, 2021).

One's climate influences one's innovative capabilities. Innovation is important in hybrid entrepreneurship because it heightens learning which opens opportunities due to individual goal orientation. Consequently, individuals become open to transfer skills learned in their entrepreneurial role to their full-time job (and vice versa) so that they can capitalise on the opportunity to be even more successful at work and in their entrepreneurial endeavours (Demir et al., 2020). What is still to be uncovered is if this definitively influences one's engagement at work.

2.3. Types of hybrid entrepreneurship

According to Viljamaa et al. (2017), someone is either an entrepreneur or not even though there is evidence that suggests a fusion of entrepreneurial activities with salaried employment may be a lasting state for many due to some individuals not wanting to be full-time

entrepreneurs. This implies that hybrid entrepreneurship may be within its own category of entrepreneurship (Kurczewska, Mackiewicz, Doryń, & Wawrzyniak, 2020).

Viljamaa et al. (2017) further state that an entrepreneur's entry strategy is often ignored. This suggests a heightened need to understand the differences between hybrid entrepreneurs as nascent entrepreneurs (Klyver, Steffens, & Lomberg, 2020; Kurczewska et al., 2020). Full-time employees who expect to make the transition to full-time entrepreneurship (are known as transitory hybrid entrepreneurs) and full-time employees who view their part-time entrepreneurial activities as permanent (are referred to as persistent hybrid entrepreneurs).

Transitory hybrid entrepreneurship (hybrid entrepreneurship type one) and persistent hybrid entrepreneurship (hybrid entrepreneurship type two) offers a safe bridge (Folta et al., 2010; Solesvik, 2017) to exploring entrepreneurial activities and is thus a significant motive to self-fulfilment even though making additional income is also important (Sessions et al., 2021; Viljamaa & Varamäki, 2015). These types of hybrid entrepreneurship signify that each entrepreneurship journey is underpinned by choice of entry. It is therefore important to understand everyone's unique push or pull factors in greater depth, more so in South Africa because it has scarce resources which can result in external circumstances enabling or constraining one's entrepreneurial path (Gaddefors & Anderson, 2017).

2.4. Motivational factors to hybrid entry

As noted in the above sections, the motivation for hybrid entry can be monetary, non-monetary or transitional (Thorgren et al., 2016) therefore affording the aspiring transitory hybrid entrepreneur the option to explore their entrepreneurial pursuits without the risk of losing their job (Viljamaa & Varamäki, 2015). Hybrid entry motivational factors will be explored further below.

2.4.1. A path to supplement income

Dzomonda and Fatoki (2018) state that most people in low paying jobs choose hybrid entrepreneurship to supplement their income because a side business is typically seen to

have high financial rewards. This is particularly helpful in times of economic hardship. It is further expected that low income is a catalyst for hybrid entrepreneurship. Dzomonda and Fatoki (2018) emphasise that individuals with low paying jobs have increased opportunities of entering hybrid entrepreneurship. Folta et al. (2010) connect lower wages to moonlighting in a second job and imply that beyond lower income, being married and having more children is a key contributing factor to getting supplementary income.

Dzomonda and Fatoki (2018) and Schulz et al. (2017) argue that it is also possible for high-income earners to enter hybrid entrepreneurship if they can do so. There are different thoughts on this – other scholars think that a second job such as a side business brings in more money whilst others think that a full-time job makes more money. In a recent study by Tong, Tzabbar and Park (2020), this debate continues, and the authors emphasise the notion that one's income can be linked to the decision to engage in entrepreneurship (in its pure form or hybrid).

What is not known is how one's permanent job income level influences their decision to start a side business in a resource-constrained context. Viljamaa et al. (2017) explore this in the Finnish context and Tong et al. (2020) take a deep dive into this phenomenon in the American context however this cannot be generalised to South Africa because it is deemed a developing country with scarce resources and as such, the researcher needs to consider how a varying degree of demographics, social norms and even labour market conditions across countries would influence the results.

2.4.2. A path to non-monetary benefits

The entry path into hybrid entrepreneurship is not only monetary but non-monetary as well. The non-monetary benefits are mostly psychological and may not exist in one's current job, leading to one starting a side business for the attainment of what is lacking in their current job (Dzomonda & Fatoki, 2018).

The desire for independence: Viljamaa et al. (2017) states that the need for independence and self-fulfilment are endlessly cited in related studies as motivations to venture into self-employment. Passion is listed as the top motive for hybrid entry among older individuals (Folta

et al., 2010; Thorgren, Nordström, & Wincent, 2014). This in turn relates to the interconnectedness of Maslow's hierarchy of needs to hybrid entrepreneurship. Viljamaa and Varamäki (2015) however declare self-fulfilment as the main motive for hybrid entrepreneurs along with additional income.

Furthermore, having multiple passions can similarly motivate individuals to try the hybrid entrepreneurial route (Neneh, 2020). However, since the very nature of hybridity is all about balancing one's time it can be a challenge for most hybrids to spend time enough time with loved ones while also maintaining the energy to be fully effective in their side business and in full-time employment (Thorgren et al., 2014). As the "work-family conflict intensifies" (Thorgren et al., 2014, p. 318), there is a potential for less time to be spent on the side business thus affecting scale-up.

Ultimately, it can be said that hybrid entrepreneurship offers the risk intolerable an opportunity to appreciate some of the benefits of business ownership (Viljamaa et al., 2017). What is not known is "the extent to which hybrid entrepreneurs experience passion" (Thorgren et al., 2014, p. 314) once they are well into running their side business. The primary research to be conducted by the researcher could provide clarity for this.

Following an enterprising background: One's decision to enter entrepreneurship can also be influenced by their family background. Neneh (2020)'s research suggests that those who grew up watching their parents being entrepreneurs could easily be motivated to follow in the same path, especially because their family background affords them access to solid networks and resources to make starting easier.

Personality traits: A positive association linked to choosing an entrepreneurial path is one's personality trait. Typically, pure and hybrid entrepreneurs share common traits such as being responsible, organised, reliable and persistent – these traits hone in on one's diligence which may lead one to be successful as an entrepreneur (Neneh, 2020).

Empowerment: An added non-monetary benefit to hybrid entry is its ability to offer empowerment to side business owners and the people they touch through their hybrid entrepreneurial activities (Sessions et al., 2021).

The role of faith in hybrid entrepreneurship: Cater, Collins and Beal (2017) identified that one's faith motivates one to help others and thus offer shared value through their business. They further expressed that business owners with religious faith values tended to subscribe to good business practice. Ethics in business was paramount to them and this motivated them to be social entrepreneurs "grounded in a desire to address social needs and bring about change" (Cater et al., 2017, p. 188). Furthermore, they found that one's inclination to practice fair trade was brought on by family involvement, assistance from faith communities and other similar businesses. Beard and Neubert (2013) however connected one's religious orientation with the willingness to take risks because of the added confidence one has as a result of their faith.

2.4.3. A path to transition

Hybrid entrepreneurship is typically adopted as a transition strategy in case of job loss (Dzomonda & Fatoki, 2018), for instance, hybrid entrepreneurship can be deemed as one's insurance policy (Viljamaa et al., 2017) when job loss occurs as it brings forth a "viable and sustainable option" (Dzomonda & Fatoki, 2018, p. 4) in times of uncertainty.

As part of transitioning, hybrid entrepreneurs can maintain a link between themselves and their current employer as they learn more about their start-up business (acquiring the confidence to see whether their side business will work out in the long run) before leaving their permanent job (Kurczewska et al., 2020). The same was true for Steve Wozniak who founded Apple whilst he was an engineer at Hewlett-Packard and Pierre Omidyar who founded eBay while working for a software development company (Solesvik, 2017).

Besides potential job loss or ensuring that one's start-up is sustainable, what are other factors propelling hybrid entrepreneurs to make the switch to transitory hybrid entrepreneurship or stay as persistent hybrid entrepreneurs? In recent literature by Neneh (2020), a strong

association to making the transition is linked to oneself belief in their ability to be successful as an entrepreneur – Neneh (2020) calls this "entrepreneurial self-efficacy" (p. 559) which he deems a key concept "for understanding the formation of entrepreneurial intentions" (p. 559). Neneh (2020) also puts forward that entrepreneurial entry can also be kick-started by individuals with low self-confidence as some individuals have the propensity to develop confidence over time.

Due to hybrid entrepreneurship studies being skewed towards developed countries (Demir et al. 2020), the researcher would like to explore the rationale for switching to a developing country such as South Africa. The cost of switching to is a point of concession for most full-time employees as they need to think about the loss of retirement benefits, sectoral experience (if their hybrid opportunity is in a different industry), lifestyle, medical healthcare and the like weigh up the potential entrepreneurial pitfalls (Folta et al., 2010).

2.5. Organisational policy implications affecting hybrid entrepreneurship

The researcher is only interested in exploring organisational level policy because it affects the individual's working dynamics with their employer – what they can or cannot do entrepreneurially as deemed by their employer.

Dzomonda and Fatoki (2018) add organisational level policy as another key determinant of hybrid entrepreneurship and assert that the structure of organisational policies is inflexible and does not support their employee's hybrid entrepreneurial endeavours. They further state, even in some entrepreneurial organisations, where innovation and risk-taking are supported, employees are still prevented from exploring side businesses outside of their paid job – this suppresses the rise of hybrid entrepreneurship. Some organisations require employees to sign non-compete contracts which stop them from starting their own business whilst employed at their current employer.

A by-product of hybrid entrepreneurship is increased job performance (personal development, innovativeness, and efficiency) and better job attitudes (resulting in employee retention, positive employer image and job satisfaction) demonstrated by enterprising employees. It is

however unclear whether employers value these positive outcomes enough to support their employees' entrepreneurial pursuits or do they just focus on the negative outcomes such as employees using their resources, being less resilient and flexible in terms of their time, and the employee forgetting to operate as a team player thus disturbing the overall team dynamics (Urbig, Reif, Lengsfeld, & Procher, 2021). Sessions et al. (2021) add that the positives do outweigh the negatives.

Urbig et al. (2021) recognise that a spillover of skills, techniques, and outlooks will exist between the various roles.

What does this mean for these employees?: Employee disclosure and understanding of employer policy related to hybrid entrepreneurship are crucial. The employer embracing the new world of work and refraining from prohibiting employees to undertake supplementary jobs in their employment contracts is paramount so that they can leverage from giving the employee permission to follow their other passions (Schulz et al., 2016; Thorgren et al., 2014).

The deployment of the digital platforms where feedback, ranking and rating systems can be introduced to monitor workers (labour process theory) thus closing the gap of distrust to ensure that the employer does not feel taken advantage of by the employee taking part in hybrid activities (Gandini, 2019).

Employees need to take note that leaving paid employment means losing certain pension schemes hence Schulz et al. (2017) suggest that start-up entrepreneurs investigate replacing their 'old' job with a lower-paid job during the start-up phase – this could be a viable option for the transitory hybrid entrepreneur who no longer would like to work for their 'old' employer.

Due to hybrid entrepreneurship not being included in public policy; a more comprehensive entrepreneurship policy needs to be implemented by policymakers and the following rationale is provided to aid inclusion; 1) there is a rising number of hybrid entrepreneurs who are entering into high technology industries (making up 58% in Sweden and 52% in Germany), 2) hybrid entrepreneurs are often more educated than full-time entrepreneurs and their business ventures are expected to reap high profits, 3) the sustainability of hybrid businesses is higher

than those managed by full-time entrepreneurs and 4) hybrid businesses have a potential to evolve into full-time businesses, therefore, adding to increased economic impact (Schulz et al., 2016; Viljamaa et al., 2017).

What is unknown is how a resource-constrained contextualised view can add to current knowledge of what is known about organisational level policy implications affecting hybrid entrepreneurship. Additionally, the employer's view of hybrid entrepreneurship and the level of engagement hybrid entrepreneurs bring to their organisations.

2.6. The impact of age, gender, and education on hybrid entrepreneurship

Throughout hybrid entrepreneurship literature, age, gender, and education are mentioned to have so sort of impact on hybrid entrepreneurship. The depth of analysis of these data points is minimal, but relevant to the discussion at hand, hence the researcher decided to include what is known about these phenomena below.

2.6.1. Age

Age is noted to be a push factor for older people because they are deemed to have a decreased need for more money in their prime years. The latter is said to be true for those under 40, as entrepreneurial growth orientation is said to decrease with age (Viljamaa et al., 2017).

Thorgren et al. (2016) hold a different view. Their view is hybrid entrepreneurship is more attractive to younger and older individuals than those in between because younger individuals tend to be more spontaneous and thus more open to exploring their dreams than older individuals. Older individuals are said to have the necessary experience, more time to get their finances in order and think about what they truly want to do and thus would be willing to take the opportunity cost of switching to entrepreneurship.

2.6.2. Gender

Past studies note that gender and household composition influence one's earning structure. Women and men are viewed separately in that their earning potential is said to differ because of gender discrimination. Gender stereotypes are said to impact one's appetite for hybrid entrepreneurship, especially with women required to put their passions on the back burner whilst they raise children and take care of their households (Demir et al., 2020; Solesvik, 2017).

Furthermore, Viljamaa et al.'s (2017) study highlight GEM data findings in Finland which suggest that because of the gender imbalances, men are deemed more likely to explore their growth aspirations and thus be transitory hybrid entrepreneurs than women.

2.6.3. Education

Demir et al. (2020) literature declare hybrids to be highly educated individuals who have the potential to start high growth income firms and succeed in transitioning to become full-time entrepreneurs. Other scholars who support this view are Folta et al. (2010); Schulz et al. (2016) and Solesvik (2017) support this view.

Tong et al. (2020) unpack it a little bit further, their study views high-income earners as individuals who have built deep knowledge and strong professional networks over their tenure. Their level of education could lead them to be overconfident and thus take pride in outcompeting their counterparts in entrepreneurship with no prerequisite to keep the permanent job as a pre-exit option.

To fully explore the impact of age, gender, and education on hybrid entrepreneurship, one would need to consider the socio-economic context, cultural and social dynamics at play in that country as a more nuanced understanding cannot be generalised. Hence the need to explore this in a resource-constrained context, both quantitatively and qualitatively.

2.7. Maslow's hierarchy of needs interconnectedness with hybrid entrepreneurship

Maslow's hierarchy of needs is "a theory of human motivation" (Maslow, 1981, p. 35) that enlists to discover the behavioural motivation linked to the attainment of lower-order needs (physiological, safety, belonging and love) and higher-order needs (esteem, passion, and self-actualisation). The individual must satisfy each stage before moving to the next stage (to reach the self-actualisation stage) (Maslow, 1981). As noted in the earlier section of the literature review, Folta et al. (2010) and Thorgren et al. (2014) regard passion as a top motive for hybrid entry. Passion is thus linked to the attainment of one's higher-order needs – the self-actualisation level (Lussier, 2019).

Physiological needs are foundational as they may include air, water, food, sleep, clothes, and shelter. Safety needs may include personal security, emotional security, financial security, and health. Belonging and love needs affect an individual's ability to maintain significant relationships and this may include family, friendship, and intimacy. Esteem needs may include status, independence, self-confidence, recognition, strength, competence (Maslow, 1981).

Wahba and Bridwell (1976), and Hall and Nougaim (1968) are a few of the scholars who have contributed to the debate concerning the validity of Maslow's framework. Their investigations have found Maslow's hierarchal rankings to be invalid even though they are agreeable to the existence of lower-order and higher-order needs. Their dispute regarding Maslow's hierarchal rankings stems from the non-linear movement of an individual from one hierarchy to another. They assert that these movements can be done in conjunction with one another. Their support of Maslow's framework is thus partial because they are agreeable to Maslow's framing and rationale surrounding self-actualisation. It is with this in mind that the researcher is confident in her usage of Maslow's framework because the interconnectedness of hybrid entrepreneurship to Maslow's theory is linked to the self-actualisation level.

Dzomonda and Fatoki (2018) indicate that hybrid entrepreneurship for most individuals is not income-related but psychological. The psychological (non-monetary) aspect that motivates one to start a side business corresponds to Maslow's hierarchy of needs. Aladejebi (2020) connects Maslow's theory to hybrid entrepreneurship because he is agreeable to its linkage

to the attainment of higher-order needs which he deems psychological benefits. What is not known from the basis of these studies is whether this holds true as one transitions through the various steps of hybrid entrepreneurship (when one chooses to be a hybrid entrepreneur to when one switches from hybrid entrepreneurship to full-time entrepreneurship).

2.8. Findings of the early-stage literature review

Hybrid entrepreneurship studies thus far have focused on ensuring unanimity in developing the core construct used to define hybrid entrepreneurship (Ferreira et al., 2019; Schulz et al., 2016; Solesvik, 2017), further affirming it as a bridge to exploring entrepreneurial activities (Solesvik, 2017) and clarifying the theoretical rationales for entry (Demir et al., 2020; Dzomonda & Fatoki, 2018).

Notwithstanding hybrid entrepreneurship's interconnectedness to Maslow's hierarchy of needs (Dzomonda & Fatoki, 2018; Lussier, 2019), its impact on age, gender and education and the organisational policy implications affecting hybrid entrepreneurship (Dzomonda & Fatoki, 2018; Schulz et al., 2017). It is with this understanding of entrepreneurship literature that the researcher's lens to hybrid entrepreneurship is that of the individual. Current literature outlines the motivations of hybrid entry in-depth, however, it fails to capture the lived experiences of hybrid entrepreneurs after entry.

The researcher would thus like to understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context of South Africa due to hybrid entrepreneurship literature being predominantly in the global context as there is only one study (Dzomonda and Fatoki, 2018) that explores South Africa. Researching hybrid entrepreneurship literature within this context will help scholars and the like to recognise "the complexity and diversity of the phenomenon and challenges this poses for theory and methodology" (Welter, 2008, p. 1) to solidify contributions that are not part of the mainstream debate.

According to this perspective, the researcher accepts Solesvik's (2017) [**research anchor**] invite to "call for more research exploring different types of hybrid entrepreneurship. So far,

research into hybrid entrepreneurship has mainly been quantitative and, therefore, our understanding of the motives, behaviours, and intentions of hybrid entrepreneurs is limited" (p. 34). Solesvik (2017) further adds that it is crucial to understand the complete pathway of full-time entrepreneurship; the first step is when someone decides to be a hybrid entrepreneur (motivation) and the next step is converting from hybrid entrepreneurship to full-time entrepreneurship (motivation).

The researcher would thus like to gain an in-depth understanding of hybrid entrepreneur motivations at the various levels of the path to transition, their lived experiences of their journey thus far and their intentions for the future. The researcher is however open to the notion that not all hybrid entrepreneurs would ultimately want to transition.

The cause and effect of key concepts presented in this chapter helped the researcher to develop a conceptual framework (see Figure 2) that assists to showcase how the variables relate to each other by looking at what other researchers have studied and theorised.

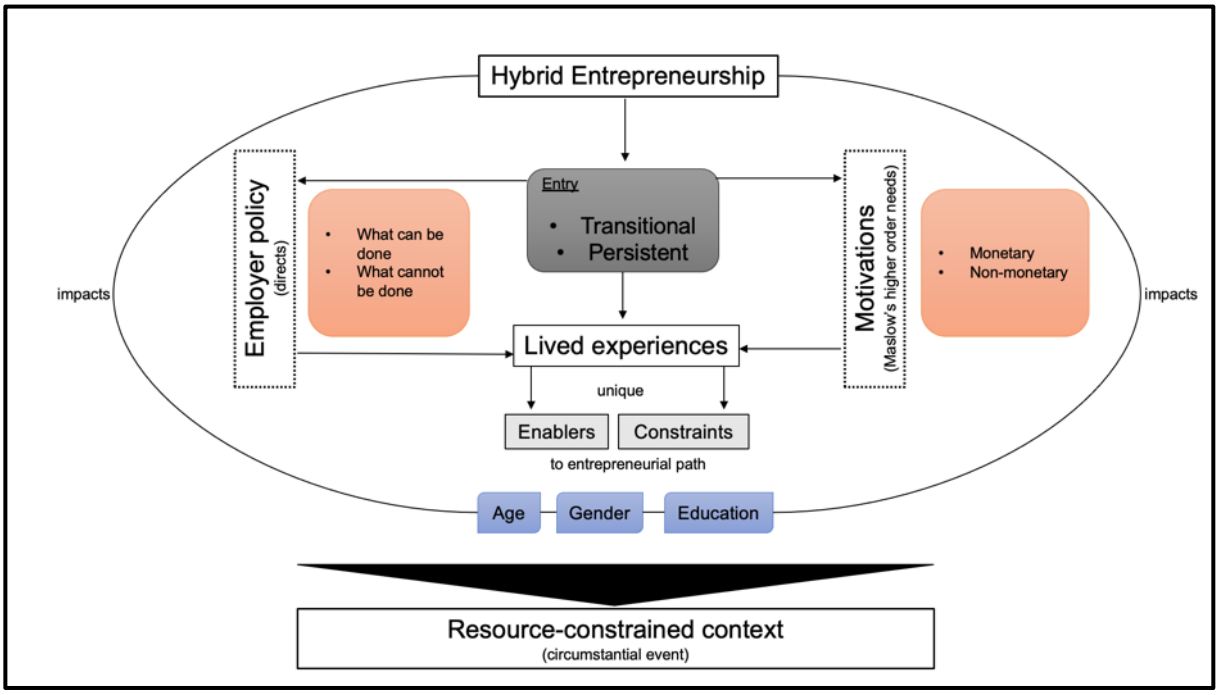

Figure 2: Hybrid entrepreneurship conceptual framework (Source: The researcher's compilation)

Chapter three contains the research questions and sub-research questions that have emerged from this literature.

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CHAPTER THREE: RESEARCH QUESTIONS

3.1. Introduction

The researcher is agreeable to Flick's (2015) literature and Bell, Bryman, and Harley's (2019) statement that "a research question provides an explicit statement of what it is the researcher wants to know about" (p. 9), with that, said, the primary research question of this research study is: **What are the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context?**

This primary research question serves as an acceptance of Solesvik's (2017) invitation as outlined in the preceding chapter. The knowledge presented in the literature review has afforded the researcher the ability to understand what is known in hybrid entrepreneurship literature.

This understanding has contributed to the researcher's quest of wanting to add more knowledge to the South African context with the intent of refining or extending existing comprehension to hybrid entrepreneurship. As outlined in chapters one and two, the hybrid entrepreneurship pipeline in South Africa is unique (resource-constrained), hence the need to conduct hybrid entrepreneurship research from a South African context.

The four sub-research questions that follow from the primary research question are outlined below:

3.1.1 Sub-research question one: How does the attainment of monetary and non-monetary benefits motivate individuals to become hybrid entrepreneurs?

Sub-research question one is aimed to identify whether an individual's desire to obtain monetary (in terms of cost-benefit) and non-monetary benefits (such as those linked to Maslow's hierarchy of needs) encourages one to become a hybrid entrepreneur. A deeper understanding of the non-monetary path to hybrid entry (Dzomonda & Fatoki, 2018) from a

resource-constrained context and the interconnectedness of hybrid entrepreneurship to Maslow's hierarchy of needs (Aladejebi, 2020; Lussier, 2019) is discussed in chapter two.

3.1.2. Sub-research question two: How do hybrid entrepreneurs describe their entrepreneurial journeys?

Sub-research question two is aimed to gain a deeper understanding of the individual's hybrid entrepreneurship journey thus far. More so, the lived experiences that have shaped their journey over time from a point of view of a hybrid entrepreneur living in a resource-constrained context. Viljamaa et al. (2017) and Solesvik's (2017) literature explores this notion briefly, however, they also concur that more research in this domain needs to be covered in-depth - especially in the South African context.

3.1.3. Sub-research question three: How was hybrid entrepreneurship enabled for individuals experiencing it?

Sub-research question three is aimed to identify an individual's hybrid entrepreneurship enablers. Existing knowledge explored in chapter two of this research study speaks expansively about the motivational factors and challenges of hybrid entrepreneurship upon entry – it however does not explore whether these evolve or remain the same over time (in accordance with one's duration as a hybrid entrepreneur).

Demir et al. (2020) affirmed that an individual's length of time in hybrid entrepreneurship influences one's propensity to approach hybrid entrepreneurship. The researcher would like to confirm whether this holds merit within the South African context.

3.1.4. Sub-research question four: How was hybrid entrepreneurship constrained for individuals experiencing it?

Sub-research question four is aimed to identify an individual's hybrid entrepreneurship constraints. Existing knowledge explored in chapter two of this research study speaks comprehensively about the motivational factors and challenges of hybrid entrepreneurship

upon entry – it however does not explore whether these evolve or remain the same over time (in accordance with one's duration as a hybrid entrepreneur). This is recommended for further exploration by Demir et al. (2020) in their literature.

3.2. Conclusion of the chapter

The questions presented in this chapter are intended to be addressed in this research study. They are based on the research anchor and delve into the concepts explored in the early-stage literature review (found in chapter two). The following chapter, proposes the design and methodology to be used for the primary research.

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CHAPTER FOUR: RESEARCH DESIGN AND METHODOLOGY

4.1. Introduction

In this chapter, the researcher will discuss their chosen research methodology which can be broadly viewed as a ‘research journey’. Kumar (2019) describes a ‘research journey’, as “the process that you follow to find answers to your research questions” (p. 44).

4.2. Philosophical foundations

The interconnected branches of philosophy guiding this research study are epistemology, ontology, and axiology. Epistemology will assist in answering “the question of *how* [emphasis added] we should conduct research” (Bell et al., 2019, p. 29) thus attempting to uncover the “meaning” behind the knowledge we seek. Ontology looks at what we can acquire knowledge about (realism: one reality exists versus relativism: multiple realities exist). Axiology is the study of value. Two types of axiology exist - ethics (the good and evil, the right or wrong) and aesthetics (what is beautiful and ugly?) (Biedenbach & Jacobsson, 2016; Moon & Blackman, 2014).

The researcher’s assumptions have been framed by an interpretive phenomenological research philosophy (Smith & Shinebourne, 2012) because it encourages "participants' world views about the topic of interest" (Bell et al., 2019, p. 33) whilst providing a platform where related concepts and connections are interpreted from the participant's perspectives through qualitative research design.

4.3. Research design

The researcher’s plan to answer the research questions outlined in chapter three was rooted in qualitative research. Phenomenology was the qualitative approach chosen by the researcher because it helped to extract a deeper meaning of the participants lived experiences (Tracey, 2019) to extend current knowledge about the motivations and lived experiences of

hybrid entrepreneurs in a resource-constrained context. Phenomenology is interpretive and descriptive; it helps one to understand the essence of a particular experience. "It can only be pursued while surrendering to a state of wonder" about a lived experience (Vagle, 2018).

4.4. Choice of methodology

After the research design was chosen, the researcher collected the primary data required for this study using one-on-one semi-structured interviews as this helped the researcher to gain an in-depth comprehension of the research problem. The added rationale for this choice of methodology was enhanced by the explorative nature of a qualitative research study, notwithstanding its emphasis on the inductive, constructionist and interpretative approach (Bell et al., 2019; Gorard, 1997).

4.5. Population and/or research setting

The population selected for this primary research study was full-time employees who had a side hustle/s for longer than two years. The population identified spoke to the research rationale outlined in chapter one of this study as well as the definition of hybrid entrepreneurship that the researcher had elected to use as explained in preceding chapters of this study.

4.6. Unit of analysis

The unit of analysis (Blanche, Blanche, Durrheim, & Painter, 2006; Silverman, 2004) was individual hybrid entrepreneurs. The researcher analysed their experiences to understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context like South Africa.

4.7. Sampling method and size

Purposive sampling (a non-probability sampling method) was used because the researcher did not intend on selecting participants on a random basis (Bernard & Bernard, 2013), the

participant sample was chosen strategically so that it was relevant to the research question being asked. The sampling criteria chosen for this selection was South African full-time employees with a side business (side hustle) that is two or more years in existence. The researcher chose to be industry neutral when it came to the participant's employer industry and side business industry because the researcher wanted to ensure that they selected only those individuals who were relevant to the research purpose.

The phenomenology research design chosen by the researcher ensured that the population selected had experienced the phenomenon directly (Tracey, 2019; Vagle, 2018).

4.7.1. Sample size achieved and data saturation

The researcher had anticipated data saturation to be researched by ten to 20 participants (Bernard & Bernard, 2013) therefore the researcher's target sample size was 16 participants (to ensure optimal rigour). As per the proposed plan, the researcher achieved their targeted sample size of 16 participants by using the population drawn from the researcher's personal networks.

Figure 3 below confirms that 16 was a sufficient sample because no additional unique codes were added (data saturation) after interviewing 13 participants.

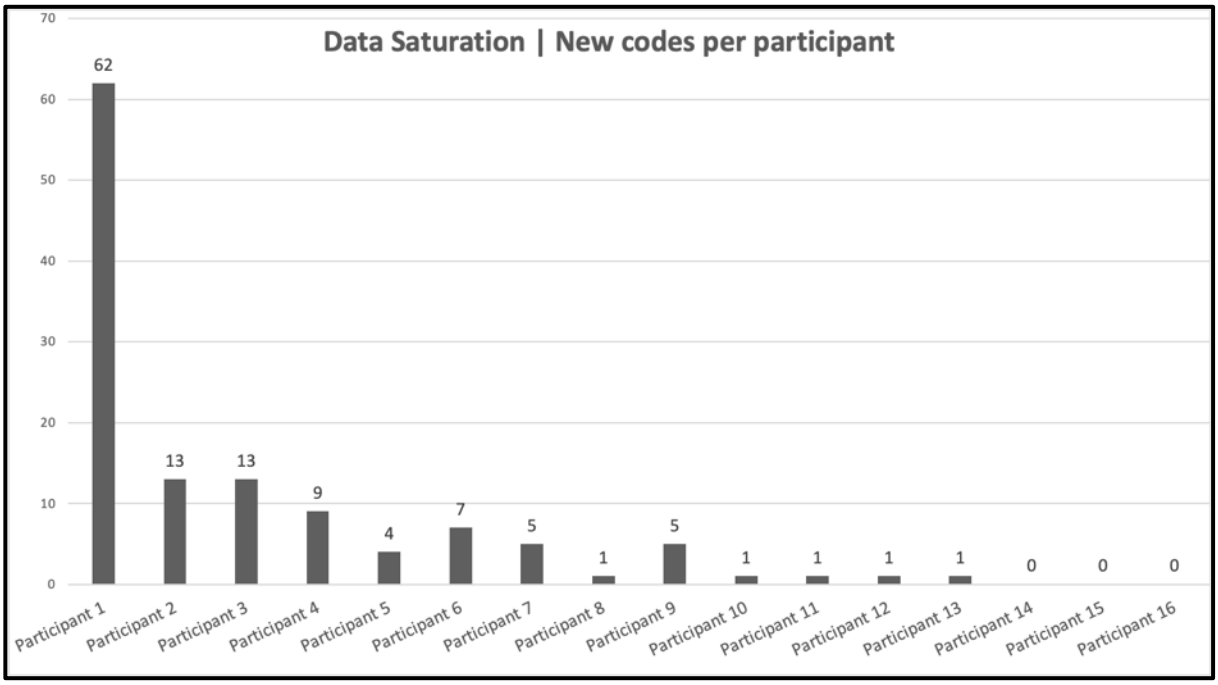

Figure 3: Data saturation - unique codes generated per participant (Source: The researcher's compilation)

4.8. Research instrument

Simply put, "research instruments are devices for obtaining information relevant to your research project" (Wilkinson & Birmingham, 2003, p. 3). A research instrument can be checklists, a prototype, surveys, an interview guide or even the researcher themselves. For this research, the research instrument was the researcher and the interview guide (see Appendix D).

The interview guide was developed to cover the researcher questions outlined in chapter three. It incorporated the research objectives (as a reminder to the facilitator), the introduction (which outlined the purpose of the study, why the participant was chosen to participate, requested permission to record the session, outlined how the information collected would be shared, and the approximate duration of the interview), ice breaker questions (were incorporated to make the participant comfortable), foundational questions (which related to the questions outlined in chapter three) and closing questions (which allowed the participant to provide additional commentary).

The consistency matrix below (Table 2) provided a view of how the interview questions chosen (see Appendix D) related to the research questions and provided a rationale of how these questions were developed based on literature.

Table 2: Consistency matrix related to the identified research questions in Chapter three

CONSISTENCY MATRIX		
RESEARCH QUESTIONS	**LITERATURE REVIEW**	**DATA COLLECTION TOOL**
Primary research question: What are the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context?	Solesvik (2017); Welter (2008)	Question four in the interview guide
Sub-research question one: How does the attainment of monetary and non-monetary benefits motivate individuals to become hybrid entrepreneurs?	Dzomonda & Fatoki (2018); Folta, Delmar & Wennberg (2010); Thorgren, Nordström & Wincent, 2014; Lussier (2019); Viljamaa & Varamäki (2015); Viljamaa, Varamäki & Joensuu-Salo (2017)	Question five and six in the interview guide
Sub-research question two: How do hybrid entrepreneurs describe their entrepreneurial journeys?	Folta, Delmar & Wennberg (2010); Solesvik (2017); Viljamaa, Varamäki & Joensuu-Salo (2017)	Question seven and eight in the interview guide
Sub-research question three: How was hybrid entrepreneurship enabled for individuals experiencing it?	Demir, Werner, Kraus & Jones (2020); Folta, Delmar & Wennberg (2010)	Question nine in the interview guide
Sub-research question four: How was hybrid entrepreneurship constrained for individuals experiencing it?	Demir, Werner, Kraus & Jones (2020); Folta, Delmar & Wennberg (2010)	Question 10 in the interview guide

Source: The researcher's compilation

4.9. Data gathering process

The researcher sent out participation invites (see Appendix B) to personal networks after ethical clearance was received (see Appendix A) on 18 July 2021. Once interest was received from individuals who met the research criteria, interviews were set up with interested participants based on availability.

The participants were asked to sign a consent letter (see Appendix C) before the scheduled interview. The consent letter served to inform the participants what they were agreeing to by them partaking in the research study. The completion of the consent letter by all research participants was a necessary protocol that assisted in ensuring that the researcher's study was compliant from an ethics perspective.

The interviews were conducted via Zoom, an online video conferencing platform that enabled each interview session to be recorded with permission between 20 July 2021 and 2 August 2021. The online interviews lasted between 40 to 60 minutes and took the form of semi-structured interviews (an adaptable data collection instrument) which was used to guide the conversation, encourage two-way communication, and allow for open-ended responses from the participants whilst probing important areas that arose.

To uphold the protocols outlined in the consent letter (see Appendix C), the researcher removed the identifiers from each signed consent letter and interview video recording to ensure confidentiality and thereafter stored the signed consent letter and video recordings on iCloud and Google Drive (for extra protection in the event of loss). The video recordings will be kept on these cloud storage platforms for the duration required by the GIBS Research Ethics Committee.

The online recordings were thereafter transcribed by the researcher to help the information easier to analyse via the ATLAS.ti platform. As per the protocols outlined in the consent letter, all participant identifiers were removed from the transcripts and a third-party transcriber was not used for transcription.

4.10. Data analysis approach

An interpretive phenomenological data analysis approach, analyses “in detail how participants perceive and make sense of things which are happening to them” (Smith & Shinebourne, 2012, p. 57). The main idea of interpretative phenomenological analysis (IPA) is that the researcher is learning something about the participant’s psychological world (it is assumed that the beliefs and constructs shared are part of the participant’s identity) (Smith & Shinebourne, 2012).

The IPA steps according to Smith and Shinebourne (2012) and Willig (2008) are summarised below:

1. **Reading and re-reading the interview transcription:** The interview transcript was read a significant number of times as each reading could uncover new information to enable the researcher to extract noteworthy quotes, sentences, statements, similarities and differences, contradictions, and amplifications from the transcripts (open coding).

2. **Identifying categories and themes:** This step involved identifying emergent categories and themes from the information and looking for connections.

3. **Structuring the analysis:** The identified categories and themes were clustered and labelled in a way that captured their essence.

4. **Production of a summary table of the categories and themes**: During this step, the researcher created a table of the categories and themes identified (go back to the original transcript to cross-check) and abandoned or merged any categories and themes that were not well-represented before moving on to the next transcript.

5. **Construction of a consistent narrative**: This step consisted of translating the categories and themes into a narrative account using tables to form narrative arguments with verbatim extracts to enable a write-up of the findings.

At different stages of coding, the ATLAS.ti software supplied by GIBS was used to provide succinct and timely results. Whilst undertaking the analysis process, the researcher kept in mind the interpretative work that this type of analysis required at every stage of the process.

To gain a richer understanding of the lived experiences of hybrid entrepreneurs, the researcher opted to use the inductive approach to ensure that the first level codes and categories were derived from the data analysis. The deductive approach was used to cluster the emergent themes with the research questions identified in chapter three to help validate and extend the conceptual framework the researcher had constructed from the theoretical insights in chapter two (Hsieh & Shannon, 2005).

4.11. Research quality and rigour

“Reliability is concerned with the question of whether the results of the study are repeatable” (Bell et al., 2019, p. 45), the researcher aimed to achieve this by testing the replication of the study by piloting the study to four people (who meet the criteria of the sample selection) whose responses would not be included in the final data collation set (Yin, 2011).

As guided by Bell et al. (2019), the researcher understands that validity is concerned with the intended purpose of what the research study is set to measure, observe or identify. The researcher ensured the validity of this research study by setting the appropriate time scale for the research study (the researcher ensured that all the data collection occurred within two weeks) moreover, the researcher steered away from probes that typically would lead participants to answer questions in a certain way (open-ended questions was encouraged throughout the interview), and the most appropriate methodology and sample suited for the objectives of the study were chosen by the researcher. Moreover, the researcher used triangulation to add richness to the description by expanding the perspectives of the data into various sub-groups (Bell et al., 2019).

Furthermore, the researcher made various attempts to protect the integrity of the primary research study throughout each phase of the research process by ensuring the fieldwork was undertaken as it was intended and evidence (informed consent forms, interview recordings, interview transcripts, analysis) was available to allow for independent inspection (Mays & Pope, 1995; Meyrick, 2006).

The researcher also ensured that data saturation was achieved to ensure optimal rigour (Collingridge & Gantt, 2008; Maxwell, 2008). All of these preventative measures were incorporated to ensure that this qualitative research study met the four criteria of trustworthiness and authenticity, exempli gratia, credibility, transferability, dependability and confirmability (Bell et al., 2019).

4.12. Ethical considerations

The researcher managed to prioritise the preservation of participants' rights by adhering fully to the ethical clearance (see Appendix A) conditions set by the GIBS Research Ethics Committee.

This included, but was not limited to: ensuring that all the participants completed and signed their consent letter (see Appendix C) before their scheduled interviews with the researcher, recording each interview, removing the participant's names from the research report (and storage platforms) along with any other identifiers to ensure confidentiality, ensuring that the interview was voluntary and that the participants knew they could opt-out at any time. Moreover, the interview protocol was read at the start of each interview to ensure that the participants fully understood the nature of the study and interview protocol thus allowing them to ask questions.

4.13. Research design and methodology limitations

The limitations of the research design and methodology of this study were found by the researcher to be: participant honesty, researcher honesty and potential bias due to the researcher being in the research field by virtue of her current career path – this limitation was managed by the researcher adopting a novice academic researcher stance and thus sticking to the internal protocol and interview guide and therefore not allowing their practical research knowledge to get in the way of the academic way of conducting research, resources – time, human and financial.

Furthermore, the sample size – this limitation was managed by the researcher ensuring that they had research data saturation (see Table 2) before discontinuing the planned interviews, the geographical location of the study, the participant's views were subject to the time interval of the research study, technological (connectivity and bandwidth related) problems and load shedding experienced as a result of interviews being conducted online – the researcher mitigated this in the field by completing some of the interviews via telecom and thus recoding them on their smartphone, the scope and depth of discussions as they could compromise the

quality of the data collected. The researcher was able to incorporate actions that will address the noted limitations within the research design as guided by Yin (2011) and Bell et al. (2019).

4.14. Conclusion of the chapter

This chapter outlined the approach followed by the researcher as they aim to find the answers to the questions they seek underpinned by the highest quality and rigour. The researcher's journey outlines the philosophical foundations adopted, research design, choice of methodology, population selected, sampling method utilised, and sample size achieved, the data gathering process and data analysis approach. The upcoming chapter will present the insights that resulted from the research design and methodology chapter.

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CHAPTER FIVE: PRIMARY RESEARCH FINDINGS

5.1. Introduction

This chapter presents the findings of the primary research conducted by the researcher, using the research design and methodology outlined in Chapter four. 16 semi-structured interviews were conducted by the researcher, following which transcribed, analysed, and organised by the categories and themes that emerged from the analysis of the participant interviews.

5.2. Presentation of the primary research findings

The researcher's quest to get an insider's perspective of the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context resulted in an interpretative relationship with each participant's transcript to uncover the meaning of everyone's journey, experiences, and beliefs. In doing so, the categories and themes that emerged are indicated in Table 3 below.

The researcher converted the meaning of the associations and connections that came to mind when the participants were speaking into 129 descriptive codes (see Appendix E) that were eventually summarised into 17 first-order categories, those were in turn clustered together into five emergent themes through an iterative process.

Table 3: Emergent categories and themes from the analysis

Categories	Themes
Monetary motivation	Entry motivators for hybrid entrepreneurship
Non-monetary motivation	
Family first	Hybrid entrepreneurial journey
Highlights of hybrid entrepreneurship	
Journey	
Lessons learned	
Balancing both	Path enablers
Managing the relationship with the employer	
Enabler to hybrid entry	
Influence of age on hybrid entrepreneurship	
Influence of gender on hybrid entrepreneurship	

Influence of race on hybrid entrepreneurship	
Importance of education	
Transferable skills	
Constraints to hybrid entrepreneurship	Path blockers
Impact of COVID-19	
End goal for hybrid entrepreneurial path	Intended end goal for the path chosen

Source: The researcher's compilation

Each participant was linked to an analysis group (see Table 4) based on their demographics (gender and race) and the number of side hustles held. The researcher's inclusion of this dimension of analysis will assist in determining whether any patterns emerge from the discussion in a resource-constrained setting. This serves as a triangulation method which ensures that the richness of the data collected is maximised.

Table 4: Research participant analysis groups

	Analysis Group	Participant index	Code
Race	Black (14)	Participant 1	ED
		Participant 3	TP
		Participant 4	BN
		Participant 5	IM
		Participant 6	TG
		Participant 7	CS
		Participant 8	ZS
		Participant 9	VN
		Participant 11	TN
		Participant 12	MM
		Participant 13	KK
		Participant 14	LD
		Participant 15	LO
		Participant 16	WN
	White (2)	Participant 2	IC
		Participant 10	LdB
Gender	Male (4)	Participant 6	TG
		Participant 14	LD
		Participant 15	LO
		Participant 16	WN
	Female (12)	Participant 1	ED
		Participant 2	IC
		Participant 3	TP
		Participant 4	BN

		Participant 5	IM
		Participant 7	CS
		Participant 8	ZS
		Participant 9	VN
		Participant 10	LdB
		Participant 11	TN
		Participant 12	MM
		Participant 13	KK
Number of side hustles held	One side hustle (9)	Participant 2	IC
		Participant 4	BN
		Participant 5	IM
		Participant 6	TG
		Participant 10	LdB
		Participant 11	TN
		Participant 12	MM
		Participant 14	KK
		Participant 15	LD
	Multiple side hustles (7)	Participant 1	ED
		Participant 3	TP
		Participant 7	CS
		Participant 8	ZS
		Participant 9	VN
		Participant 13	KK
		Participant 16	WN

Source: The researcher's compilation

Each theme will be analysed and discussed within an applicable category using verbatim extracts from each transcript as supporting evidence. Various diagrams will be used to showcase associations between ideas. Conclusions for each theme will be accompanied by the convergent and divergent commentary of the analysis group (see Table 4).

5.2.1. Theme one: Entry motivators for hybrid entrepreneurship

The underlying drivers for this theme were found to be monetary and non-monetary.

5.2.1.1. Monetary motivation

It would seem that the participants' monetary motivations hold a high level of importance. The level of frequency in Table 5 is determined by the number of quotations coded by a code (groundedness of codes).

Table 5: Summative view of monetary drivers for the entire group of participants

Entry motivators (monetary drivers)	Level of Frequency		
Motivated by making money	●		
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The analysis of the interview data suggests that hybrid entry is driven by money. One participant expressed light-heartedly, having "Ka-Ching Ching in the bank" (Participant 3, TP) entices them to continue their pursuit of hybrid entrepreneurship. Participant 1 (ED) even provided the researcher with examples of their earnings in a typical month:

So, let's say per month for me personally, I was billing R100,000.00 which was great, you know. And this is not employment. This is the side hustle. I was like wow! This is amazing, you know (Participant 1, ED)

It would appear that the participants see money as an enabler for them to acquire their desired worldly pleasures. They can support family, buy luxury items, and travel – it is a source of independence for them, and thus they refuse to feel guilty about its attainment. Three participants conveyed:

I just want to be independent enough to pay for... And so that's why I'm not going to shy away from the money because it allows me to be able to do those things (Participant 3, TP)

Obviously, money is freedom (Participant 12, MM)

I can literally say at the moment my biggest passion is to make money, So I want to make money. I think everybody knows when I speak. I'm like if it doesn't make you money, don't entertain it and that's how I think I started achieving that (Participant 7, CS)

Through their side hustle, they can make money from doing something they love – Participant 4 (BN) elaborated: "I didn't know that I could make money off something I love because I love the digital space". The researcher noted through their discussions with the participants that at times the participant's side hustle paid them more than their full-time job whilst for some, the income received from hybrid activities is just a supplement to the full-time job. Hybrid entrepreneurship is still something they deem worthwhile because it requires very little resources to initiate:

It provides a second stream of income on something that I just had little input into in terms of resources (Participant 6, TG)

5.2.1.2. Non-monetary motivation

It would seem that the participants' non-monetary motivations to begin a path of hybrid entrepreneurship is deep-rooted and personal. Table 6 below provides a summative view of the drivers for the entire group of participants. The level of frequency in Table 5 is determined by the number of quotations coded by a code (groundedness of codes).

Table 6: Summative view of non-monetary drivers for the entire group of participants

Entry motivators (non-monetary drivers)	Level of Frequency		
Career peak reached			◔
I want more for myself than my FTJ can offer me	●		
I want to be in control		◑	
I want to prove to my parents that you can make it			◔
I want to providing for my children and/or family		◑	
Intends to mimic a positive work experience with side hustle			◔
No jobs available in career industry of choice			◔
Side hustle enables me to live the life of my dreams	●		
Side hustle is a passion	●		
Side hustle/s bring out multifaceted nature		◑	
Started off career intending to be an entrepreneur		◑	
Wants to empower and/or help others	●		
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The analysis of the interview data suggests the most noteworthy driver to be empowerment of others, wanting to help others through one's side business. Participants excluded themselves as the ones who are empowered by entrepreneurship. They were consumed by the tunnel vision of helping others. Two of the participants articulated their thoughts about this quite eloquently:

I want to have an impact. That's what drives me (Participant 12, MM)

So, for me right now. I feel like I can play a huge role in helping people who are also starting out, who also want to do the same thing (Participant 11, TN)

Other noteworthy non-monetary hybrid entrepreneurship entry motivators were passion – the participants connected their side hustle to their calling – "This is my calling. This is my purpose. This is my passion" (Participant 1, ED), wanting more for oneself than what a full-time job can offer/provide, and living a life of their dreams "where [they] can give time and attention to the things that matter the most to [them]" (Participant 12, MM).

Additional monetary factors that were cited are reaching one's career peak and using one's side business as security against job loss, starting a side business because one had always wanted to fulfil a dream, wanting to be in control, and one's desire to showcase their multifaceted selves through their side business.

5.2.1.3. A deep dive into the analysis groups

When considering the participants from the three analysis groups: a) gender; b) race and c) the number of side hustles held, the similarities linked to monetary motivation cannot be denied as the primary driver for most participants is to make money from their side business – this was found to be true regardless of the participant's gender, race or number of side hustles held. Participants with multiple side hustles seemed to value money more than those with one side hustle.

Noted differences concerning non-monetary motivation factors are psychological and thus cited differently and in varying degrees for each participant based on their current circumstances and lived experiences therefore the researcher has interest in this idea.

5.2.1.4. Theme summary

Considering the responses for theme one, the primary entry motivator could be cited as the need to make money from one's side hustle since money is seen as an enabler for them to buy the things they desire, and they thus link it as a source of independence and freedom.

Non-monetary motivations would typically be regarded as secondary to making money (this did however differ per participant – the researcher noted that a few of the participants viewed their non-monetary motivations in higher regard than money). The non-monetary motivations that were viewed in higher regard than money is empowerment/the need to help others, participants wanting more in life than what their full-time job could offer them, living their life of their dreams and the passion derived from running one's side hustle.

5.2.2. Theme two: Hybrid entrepreneurial journey

The underlying drivers for theme two were found to be putting family first, acknowledging the highlights and lived experiences of the participants' unique journey along with their lessons learned.

5.2.2.1. Family first

The findings indicate that participants share a moderate connection to prioritising family in their entrepreneurial path. The level of frequency in Table 7 is determined by the number of quotations coded by a code (groundedness of codes).

Table 7: Summative view of the importance of family for the entire group of participants

Hybrid entrepreneurial entry (family first)	**Level of Frequency**		
Prioritising family is important during HE path		◑	
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

It would appear that the participants take pride in prioritising family amidst their constant struggle to balance both work and their hybrid entrepreneurial ventures. "Support from family" (Participant 11, TN) is crucial because it helps ground them thus encouraging them to keep their sanity amidst the path to success. One participant said:

"I'm a family man. Practically I love being a family guy. I think family grounds you and I'm rooted in that belief (Participant 6, TG)

Hybrid entrepreneurs recognise that when all is said and done, the only thing that they will be left with is family, therefore family is "important because at the end of the day. Say, God forbid I stopped working for whatever reason, or the business stops for whatever reason. What I'm trying to build just shuts down. My husband will be there" (Participant 1, ED). Along with them recognising the importance of family, they are still haunted with the guilt of not being there and

hence they compensate by switching off from normal day to day pressures through taking their loved one's away on holiday and dedicating set days during the week for much-needed quality time:

I'm still struggling because I feel so sorry for my daughter as well because she needs my love my attention and all of that (Participant 8, ZS)

So mostly I'm on my phone, my kids know mom is always the on the phone, yeah, but I, I take time for them. I make time for them. Especially for my husband and my kids. This is why I say I love travelling because when I travel, I switch off my phone. I switch off (Participant 5, IM)

And when you allow yourself to have self-compassion and saying, yeah, it's okay that I'm not doing great as a mom, but hey I'm about to finish this big project at work, and once it's closed, I'm going to take my kids out on a vacation (Participant 12, MM)

At the very extreme of it, some participants admit to leaving their full-time job and concentrating solely on the side business because of the need to take care of their loved ones. This was true for Participant 2 (IC): "I got into it because my daughter was very ill, and she couldn't get better."

5.2.2.2. Highlights of hybrid entrepreneurship

Table 7 below provides a summative view of the noted highlights for the entire group of participants. The level of frequency in Table 8 is determined by the number of quotations coded by a code (groundedness of codes).

Table 8: Summative view of noted highlights for the entire group of participants

Highlights	Level of Frequency		
Freedom		◑	
FTJ no longer funds side hustle			◔
Getting respect from people already in the field		◑	
Landing new business	●		
Venturing out on a different path		◑	
Working with different people		◑	
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The analysis of the interview data suggests the most significant highlight to be landing new business (which is directly related to making money within one's business venture) along with obtaining other accolades that recognise a participant's excellence in their field of choice. Three of the participants verbalised their experience:

One of my other highlights was working with an alcoholic, an alcoholic brand that I've always loved, and I've always wanted to be one of those girls who are part of that brand (Participant 4, BN)

So, I had an opportunity to do a shoot with Mr Fred Khumalo the author and so I was commissioned to take these pictures for a journal and my picture was selected to be on the front cover (Participant 6, TG)

My highlights are definitely landing the customers, there is nothing more encouraging because then late at night when you are busy putting the labels on, you're just like. I already know why (Participant 3, TP)

Obtaining freedom, getting respect from people in your industry, working with different people and venturing out on a different path than one's full-time job seemed to have moderate importance with most participants. The least amount of importance was given to one's full-time job no longer funding their side business venture (the main reason for this is because a solid number of the participants interviewed hadn't yet experienced that accolade).

5.2.2.3. Journey

Table 9 below provides a summative view of the notable factors contributing to the participant's journey. The level of frequency in Table 9 is determined by the number of quotations coded by a code (groundedness of codes).

Table 9: Summative view of the factors that contribute to the journey for the entire group of participants

Factors contributing to their journey	Level of Frequency		
Entry linked to hobby			◔
Experimented with lots of side hustles along the way			◔
This is a worthwhile journey		◑	
Founded side hustle with a loan			◔
FTJ different from side hustle		◑	
FTJ offers stability of income		◑	
Grew up within a family of entrepreneurs			◔
Growth through leaving FTJ and growing side hustle			◔
Idea to start side hustle linked to personal need		◑	
Intrigued to start side hustle from FTJ		◑	
Inward pressure to reach goals at set milestones		◑	
Journey: Side hustle is a back-up plan (uncertain job market)			◔
Loves FTJ		◑	
Minimal support as most people don't see your vision			◔
Pressured to follow in parents footsteps			◔
Seeking validation from loved ones and society			◔
Started side hustle with a business partner			◔
Still wants to grow through climbing up the corporate ladder		◑	
Transitioned from HE to FTE & back to HE			◔
Transitioned when they reached Senior Management			◔
Was initially worried whether side hustle will work out			◔
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

"I work for an amazing company and sometimes I just don't dream of leaving it" (Participant 4, BN). Most participants expressed love for their full-time job. This love makes them want to stay in a persistent hybrid entrepreneurship state due to fear of them not finding the same experience if they were to change employers, hence the most common response when asked if they would transition was:

I wouldn't say I can choose one over the other right now, but also the reality is, change management is new to me, so whenever something's new, you can walk away with a lot of excitement. However, despite the excitement I find that it's, it's been consistent I've been feeling like this towards it, I'm fulfilled for, for, if I can put it that way if I can say it's been consistent on my side (Participant 11, TN)

Since the participants are constantly wanting to learn new things, it is no surprise that their full-time job differs from their side business. Their full-time job offers them much-needed stability in an uncertain job market. The stability provided by their full-time jobs gives them the freedom to build their side businesses without the added pressure of not knowing how they are going to support themselves or their families:

In fact, it was to curb that. That's why I ended up looking for employment was because I realised that I need a stable income to build this side business to be what I want it to be (Participant 1, ED)

This year my husband got retrenched and my daughter is going through a divorce with three kids. So, she's moved back home, and I said I need a permanent income every month to assist the family in the meantime. And that's why I've gone back to a permanent job. While we're going through this, yeah (Participant 2, IC)

Most participants declared, even though they are hybrid entrepreneurs, they would still love to achieve growth through climbing up the corporate ladder. "I want to succeed and get a promotion and, uh, be a boss you know at work. Also, on the side" (Participant 5, IM). The need to grow in one's full-time job does not just disappear when one has entrepreneurial pursuits.

Since most expressed that they love their jobs; the need to start a side business is linked to a personal need. The innate need to venturing into entrepreneurship does not just disappear when one is employed. In fact, at times, the idea to start a side business could even be sprung on by one's full-time job as in the case of Participant 1 (ED):

I was so intrigued by market research. How do these people get to these numbers? How do they know who listens to what? How do they know how long for? Is there like some weird gadgets inside the TV and radios like you know you ask all these questions? You like me I'm curious like this doesn't make sense, so it was just the... I think the curiosity of, of everything and I, was like this doesn't make sense. A + B does not make AB to me. You know, I want to know how I want to know the how (Participant 1, ED)

Some hybrid entrepreneurs chose this path because they grew up in a family of entrepreneurs and thus experienced the pressure of following in their parents' footsteps, for some, it is linked to a hobby – "The hobby that I have and then people then started calling in to say hey how much would you charge me to do?" (Participant 6, TG), while others transitioned to hybrid entrepreneurship when they reached senior management because they felt that they had done all they could do in their working careers:

I think it has done. It [full-time job] has been replaced by entrepreneurial too, but I think it's fun to the entrepreneurial side. That has shifted the focus, there's a whole set of reasons that I think that gave me that motivation rather than concentrate on this [full-time job] because I feel like it's better for me to say that I don't feel like I get I do work harder (Participant 13, KK)

5.2.2.4. Lessons learned

Table 10 below provides a summative view of the lessons learned by the entire group participants throughout their journey. The level of frequency in Table 10 is determined by the number of quotations coded by a code (groundedness of codes).

Table 10: Summative view of the lessons learned by the entire group of participants

Lessons learned	Level of Frequency		
As PDI in SA - keep going & don't give up		◑	
Be accountable to yourself & your business		◑	
Be prepared for a rainy day	●		
Be strong and develop a thick skin		◑	
Be vocal about the things you want		◑	
Do it on your own		◑	
Do your research before jumping into it		◑	
Don't put yourself in a box		◑	
Effective client management is essential		◑	
Effective supplier management is essential			◔
Employ talented people who add-value			◔
Entrepreneurship is a long, lonely & hard journey		◑	
Get a mentor			◔
Hard work and focus are imperative to success	●		
Hire others to assist		◑	
Just do it. Don't be afraid to fail. Run to your dreams		◑	
Know your strengths & weaknesses		◑	
You cannot trust everyone		◑	
Your side hustle must eventually run without you		◑	
Marketing your own business is hard		◑	
Navigating partnerships properly is important		◑	
Nothing ventured, nothing gained		◑	
Rest is essential in the pursuit of success			◔
Take it one step at a time		◑	
Your FTJ will most often fund your side hustle		◑	
Your FTJ would mostly likely be your back-up plan		◑	
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

Most participants cited the important lesson of being prepared for a rainy day, which translated in "being thrifty with your money" (Participant 1, ED), being open to "downgrading cars and cell phones" (Participant 3, TP), saving your profits and maintaining a positive business cash flow.

Hard work and focus are imperative to succeed, so is putting in long hours to refine your craft:

Wow, you need to put in the receipts, say just because you see a musician blowing up now that person has been trying to blow up for the past 15 years (Participant 3, TP)

Since no man is an island; to scale up hybrid entrepreneurs expressed the importance of hiring others to assist – “I can find people I can trust, who can actually do this, basically be an extension of me. Unfortunately, I can't do everything” (Participant 11, TN).

Entrepreneurship has a tendency of being a long, lonely and hard journey, therefore getting a mentor could help as they would guide how to navigate client and supplier relationships, how to best market your business and provide additional insights on how to not succumb to the danger of putting yourself in a box as one endeavour to fail fast and "not allow fear to cripple [them] because I think we as human beings we are going to be fearful especially when we ventured into things that we're not really sure of”(Participant 11, TN).

Previously disadvantaged participants emphasised the importance of keeping going no matter what – to them giving up is not an option because they want better opportunities than those they have previously been afforded in the past by virtue of their race:

I just think you keep on going. I think especially as black people and the fact that. We're previously disadvantaged advantage than having to watch (Participant 3, TP)

Especially with regards to black women, sometimes you need to work yourself to the bone. In order for you to get half of what other people are getting. Like when am I going to be able to control my time, able to have the freedom to structure my life in a way that's beneficial for myself and my kids (Participant 13, KK)

5.2.2.5. A deep dive into the analysis groups

All participants regardless of the analysis group, for example, demographics or number of side hustles held cited unique lived experiences about putting family first, the highs and lows of the journey itself and the greatest lessons learned. The main difference however came from the female group and the group with one side hustle as they seemingly put more emphasises on the importance of putting family first. Their male counterparts and those with multiple side hustles did not put as much emphasis on prioritising family due to them being preoccupied

with juggling career and family because of their choice to have a full-time job and multiple businesses.

5.2.2.6. Theme summary

The findings emphasised that putting family first gave the participants a sense of stability and support and it was important for them to prioritise family time with their loved ones and overall, they expressed their preparedness to make sacrifices for their loved ones even if those sacrifices resulted in time away from their loved ones because of the side business.

The main highlights of the participant's journey can be linked-to landing new business, having freedom and independence because of the side business along with gaining respect from industry peers, achieving the satisfaction of venturing out on a different path and their goal of the full-time job no longer funding their side business.

Those who have gone through the hybrid entrepreneurial journey find it worthwhile regardless of the hardships experienced along the way. It could be said that female participants and those holding only one side hustle prioritised family slightly more than their counterparts.

5.2.3. Theme three: Path enablers

The underlying drivers for theme three were found to be balancing both the full-time job and the side business, being open to one's employer, taking note of the things that help you propel, understanding the influence of age, gender, and race on hybrid entrepreneurship, making use of transferable skills adequately between the two as well as the importance of education for those undertaking the journey of hybrid entrepreneurship.

5.2.3.1. Balancing both

Table 11 below provides a summative view of the lessons learned by the entire group participants throughout their journey. The level of frequency in Table 11 is determined by the number of quotations coded by a code (groundedness of codes).

Table 11: Summative view of the importance of balancing both by the entire group of participants

Balancing both	Level of Frequency		
A great support structure is essential to achieving balance		◑	
Balance is achieved by compartmentalizing your life		◑	
Balance is achieved by focusing on end goal		◑	
Balancing both come from trial-and-error		◑	
Dedicates weekends and after hours for side hustle	●		
Delegation is important to achieving balance		◑	
Health problems arise when balance is not achieved			◔
Negotiate terms to enable you to balance both with your employer		◑	
Sneaks in time to do HE things during work day			◔
Sometimes feel overwhelmed			◔
Switched to a less intense role to do both			◔
Time management is crucial to balancing both	●		
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

Time management was stated as crucial to balancing both by many of the participants. More so because it can affect one's ability to scale up along with having time to finish pertinent tasks and deadlines in both the full-time job and the side business; notwithstanding additional precious time that one also requires to spend with loved ones:

He [husband] sleeps at this time. He wakes up at this time like, so I learned to fit myself around his schedule because he operates like clockwork. So, then it allows me time that okay, from this time to this time in the evening I'm working on this from this time to this time I'm working on this, but I need to make sure that at this time I switch off or down my phone, close the laptop, get into bed and sleep, because then if I don't the morning job is then going to take a knock because then I can't concentrate, I'm falling asleep, I need boosts. So, I needed to get to a point where I'm managing my time and that's all it is for me and I'm speaking for myself (Participant 1, ED)

Participants acknowledge that if they do not have a handle on time management, their personal lives, full-time jobs or even their health would suffer as it did for Participant 2 (IC): "I was in ICU already twice this year because I stressed myself out, but I think I'm starting to learn you know."

For most participants, an effective way to curb that would seem to be compartmentalising one's life and thus dedicating after hours and weekends to one's side hustle:

That's why my weekends belong to my content creation [side hustle] (Participant 4, BN)

Extremists have been said to take it as far as even taking paid time off from their employer to do side business work – "I wouldn't be able to do a side business now unless I take time off work literally, that's what would need to happen" (Participant 1, ED) as well as switching to a less intense role at work to manage their time between the two.

Those who are bolder admit to stealing time from one's employer during the workday, like Participant 5 (IM): "So, during the day I'm at work but also communicating with my agent and if there are problems or if I have to make payments, I'm able to do that while at work cause the day job is demanding. Also, because I have to do the reposts and everything [for side business], but I do balance."

Regardless of one's approach, everyone seems to agree that balance is focusing on the end goal and from trial-and-error: *I'm able to balance things and all of that. But I'm still trying to figure out everything as I go along (Participant 8, ZS)*.

5.2.3.2. Managing the relationship with the employer

In hybrid entrepreneurship, a seemingly sure way to scale up one's entrepreneurial pursuits is to manage the relationship with the employer. Table 12 below provides a summative view of the noted highlights for the entire group of participants. The level of frequency in Table 12 is determined by the number of quotations coded by a code (groundedness of codes).

Table 12: Summative view of path enablers with one's employer for the entire group of participants

Path enablers with one's employer	Level of Frequency		
Current employer is aware and not supportive			◔
Current employer is aware and supportive		◑	
Employers must understand that employees are multifaceted			◔
Look for opportunities to collaborate with your employer			◔
Priority is to complete FTJ work first	●		
Legend	● High	◑ Moderate	◔ Low

Source: The researcher's compilation

The analysis of the interview data suggests the most significant path enabler with one's employer to be prioritising the completion of your full-time job work first (especially because most hybrid entrepreneurs still need their full-time job for stability whilst the side business is being scaled up to succeed. Three of the participants articulated their experience:

My 9 to 5 comes first (Participant 4, BN)

Unfortunately, excuse me, one has to... If I may put it this way – suffer because the 9 to 5 requires all your attention. You're working for someone; you're underemployment (Participant 14, LD)

We've never had to deal with the situation where I'm never available for work (Participant 7, CS)

Being transparent with one's employer moderately came up as a definite path enabler. Participants who practised transparency with their employer said that their employers were supportive if there was no conflict of interests. On the other side of the spectrum, the least amount of importance was given to employers who are aware, but not supportive, just like in Participant 5 (IM)'s case: "They don't even care what I'm doing. They don't even ask you because the thing is, they feel like this one is your main job."

Remedial actions that we suggested by some of the participants were for employees to take on the responsibility of emphasising to their employers that they are multifaceted individuals

who require more than their full-time job to be fulfilled along with perhaps looking for opportunities to collaborate with one's employer (thus making it worthwhile for the employer to support your hybrid entrepreneurial pursuits).

5.2.3.3. Enabler to hybrid entry

Things that were noted by the entire group participants to further propel their path are summed up in Table 13 below. The level of frequency in Table 13 is determined by the number of quotations coded by a code (groundedness of codes).

Table 13: Summative view of enablers for the entire group of participants

Enabler to hybrid entry	Level of Frequency		
Being transparent with your employer			◔
Building a good relationship with your employer			◔
Creating true value for your clients		◑	
Employers that would like you to grow		◑	
Having an unmatched work ethic is imperative		◑	
Having retainer clients for your side hustle			◔
Learning something new all the time	●		
Parents funding your side hustle/s			◔
Side hustle activities spark one's creativity		◑	
Strong faith to rise above all challanges faced	●		
Using your networks to help you succeed	●		
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The analysis of the interview data suggests the most significant path enabler was using your networks to help you succeed because at times one's resources are the people that they know and not money or time. One of the participants articulated their experience:

Collaboration with one's network is absolutely vital. I feel like the wider the network is, the better your chances are at succeeding. We are not islands (Participant 11, TN)

Additional to networking, having strong faith to rise above the challenges faced along the path to success was mentioned over and above learning new things all the time: *It's just trusting*

the universe and I think, deep down in my body I feel like the universe will serve me with exactly what I'm trying to serve to the world, right? (Participant 7, CS)

You might never know what might happen. So just take that leap of faith, do something, and just sit back and wait, wait for the results (Participant 14, KK)

New knowledge for me. The reason why I take on any new challenge is because the prospect of learning something is the reason why I bother to begin any journey (Participant 3, TP)

Creating true value for your clients moderately came up as a definite enabler because most found that in entrepreneurship "it's important that you are genuinely solving someone's problem. You are not just there to be a hand that is going to receive money or payment or a purchase order you need to genuinely be solving a problem…" (Participant 1, ED). Participants who were inclined to follow a hybrid path that sparked their creativity expressed to be helpful not only in hard times but to aid in the enjoyment of one's work.

The least amount of importance was given to being transparent with your employer and building a good relationship with your employer as participants felt that one could still succeed even if those conditions were not favourable.

It was emphasised that hybrid entrepreneurs needed to prioritise having retainer clients just like Participant 4 (BN) who has "been fortunate enough to have two retainers with influencing" as that provides regular income beyond one's full-time job and this help to reinvest and scale-up one's business.

5.2.3.4. Influence of age, gender, and race on hybrid entrepreneurship

Additional things that were noted by the entire group participants to influence hybrid entrepreneurship were age, gender, and race. The level of frequency in Table 14 is determined by the number of quotations coded by a code (groundedness of codes).

Table 14: Summative view of how age, gender, and race influences hybrid entrepreneurship for the entire group of participants

Influence of age, gender and race on hybrid entrepreneurship	Level of Frequency		
Age could cause people to think you are not experienced			◔
Age is not a hindrance in some industries	●		
Gender is a hindrance in some industries		◑	
Gender is not a hinderance in some industries		◑	
Race is a hindrance at times due to the racism that exists	●		
Race is not a hindrance to succeed in some industries			◔
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The influence of age, gender, and race on hybrid entrepreneurship was found to be mostly industry dependent. Participants expressed that at times the age was not a hindrance for them to venture into their entrepreneurial pursuits by the industry they had chosen, while for some, age did cause people to think they were not experienced:

I feel like age is still a propellant for me to a point where people can trust that I have walked the path (Participant 12, MM)

But for me age was nothing and it's still nothing. Even now I can still do whatever that I want. At this age, you know (Participant 5, IM)

Like age, gender is not a hindrance in some industries, but then again, in some industries, it is a deterrent to success. Two of the participants articulated their experience:

Because now I'm a lady and I've never played football professionally. So, they started to look down on me and all of that and it was so heart-breaking (Participant 8, ZS)

Gender, it's been such an advantage because this space is more female-dominated. It's more female-dominated. It favours females (Participant 4, BN)

The influence of race on hybrid entrepreneurship has been noted as significant by all the participants who are black. They expressed that racism does indeed still exist and is a

hindrance to them in every way that matters. To overcome this, some opt to choose their battles and move on to opportunities that are not discriminatory:

I was telling my mother where the one lady called me a swart miesie. You have to pick your battles and you're just like, okay, anyway, yes, this swart miesie will get it done, but at the end of the day, I have to constantly remind myself of the bigger picture. Why I'm here and it's just for this, you know (Participant 3, TP)

5.2.3.5. Importance of education

Below is the summative view of the importance of education for the entire group of participants. The level of frequency in Table 15 is determined by the number of quotations coded by a code (groundedness of codes).

Table 15: Summative view of the importance of education for the entire group of participants

Importance of education	Level of Frequency		
Education is important to succeed	●		
Education is not a hindrance to succeed in some industries		◑	
Refuses education when paid for by employer			◔
Side hustle requires practical experience			◔
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

Most participants cited that education is important to succeed. Both formal and informal education such as attending webinars, being self-taught on YouTube and reading books were all imperative to opening doors for oneself and reaching new levels in hybrid entrepreneurship:

The industry has new things you need to keep yourself relevant. You need to make sure that you invest in your craft. Go back to school if you have to. It's even worse now that we're just doing it at home online, so you've got no excuse not to go to that webinar. (Participant 3, TP)
They may also invest in the education on how to use the camera properly and I then went on to this universe that we all go to now as self-taught people (Participant 6, TN)

On top of my head. Uh, I think initially like remember I said that I did read a lot of books, I think. Basically, I would be maybe channelling my reading or my research to the South African market (Participant 7, CS)

On the other hand, some participants did that express that one's side hustle probably will require more practical experience for one to be successful and that overall education shouldn't be a hindrance if one has the focus to succeed just like Participant 9 (VN)'s experience: "In the make-up space, it used to be like you have to have a degree from Vega, but ain't nobody care."

5.2.3.6. Transferable skills

Below is the summative view of the importance of transferable skills for the entire group of participants. The level of frequency in Table 16 is determined by the number of quotations coded by a code (groundedness of codes).

Table 16: Summative view of the importance of transferable skills for the entire group of participants

Transferable skills	Level of Frequency		
Uses the skills learned from FTJ in side hustle & vice versa	●		
Legend	● High	◑ Moderate	◔ Low

Source: The researcher's compilation

Most participants cited using skills learned from a full-time job and vice versa to maintain their longevity. They are agreeable to "go[ing] out there, work[ing] for other people. Gain the knowledge" (Participant 3, TP) and because of the knowledge transfer, confidence breeds with one participant noting:

So, I've learned how to be confident enough to, you know, pick up the phone and speak to a client or tell client that no, this plan is not gonna work. This is, I feel like this is how we should go about it, you know? I mean it. Yeah, at first, I used to be scared but you know, I've learned all of this from my side hustle (Participant 4, BN)

Many of the things that I learned a bit later on or was taught a bit later on in corporate I'd already learned, you know, so, so, so yeah, the journey certainly moulds you to be a better person because you focus a lot on topics of personal development, business development and all of that because now you are the CEO of your distributorship. You know, of that distributorship depends on how you approach people and how you sell yourself (Participant 15, LO)

5.2.3.7. A deep dive into the analysis groups

All participants regardless of the analysis group, for example, demographics or number of side hustles held cited unique lived experiences about prioritising balancing both the full-time job and the side business, being open to one's employer, taking note of the things that help you propel, understanding the influence of age, gender, and race on hybrid entrepreneurship, making use of transferable skills adequately between the two as well as the importance of education for those undertaking the journey of hybrid entrepreneurship.

An important observation by the researcher is that the white participants did not mention race as a potential hindrance to succeeding in one's hybrid entrepreneurial venture whereas all the black participants mentioned it was, mostly unprompted. The black group of participants relayed their experiences, and it could seem that their race often was a point of concession thus caused them to lose out on certain opportunities due to ill-treatment in business. The researcher acknowledges this to be true for the set of participants interviewed, however, an overall generalisation cannot be made due to the sample size of the study.

5.2.3.8. Theme summary

The findings emphasised that time management was deemed important to balancing both and most participants expressed that since their full-time job is their primary income, they held it in high regard and thus prioritised finishing their employer’s work first before tackling their side business deliverables.

Having good networks and strong faith aided their success. The influence of age, gender, and race on hybrid entrepreneurial was seen to be industry dependent. Education and skills transfer was mostly linked to one's ability to be successful, maintain longevity and being a well-rounded hybrid entrepreneur.

5.2.4. Theme four: Path blockers

The underlying drivers for theme four were found to be taking note of the things that inhibit your hybrid entrepreneurial growth and accessing the impact of COVID-19 on hybrid entrepreneurs.

5.2.4.1. Constraints to hybrid entrepreneurship

Things that were noted by the entire group participants as inhibiting one's hybrid entrepreneurial growth are summed up in Table 17 below. The level of frequency in Table 16 is determined by the number of quotations coded by a code (groundedness of codes).

Table 17: Summative view of constraints for the entire group of participants

Constraint	Level of Frequency		
A highly competitive industry		◑	
Being overly confident in your abilities			◔
Continuosly evolving industry platforms			◔
Glass ceiling at companies			◔
Industry gatekeepers		◑	
Inferiority complex sometimes creeps in	●		
Lack of knowledge of what is expected as an entrepreneur	●		
Lack of resources		◑	
Not being transparent with your employer			◔
People already in the industry not wanting to share info		◑	
Receiving regular income from FTJ can make you lazy			◔
Scared of sacrificing current family lifestyle			◔
Scared to fail therefore playing it safe		◑	
Side hustle doesn't offer stable income	●		
Sometimes dual deadlines result in clashing			◔
Your FTJ affects the scaling up of side hustle	●		
Legend	● **High**	◑ **Moderate**	◔ **Low**

Source: The researcher's compilation

The analysis of the interview data suggests the most significant path blocker was participants allowing inferiority complex to creep in and deter them from continuing with their entrepreneurial path from to time. Two of the participants articulated their experience:

It did come with a lot of imposter syndrome, just questioning am I really worthy though, you know like I know this is this me, you know, okay, I know that I put in the work and everything but like, I don't know, like, are they sure you know, that type of thing (Participant 9, VN)

So, I got to this boardroom with all these really important people, and it suddenly hit me that there's no degree. There's no MBA. There's no honours. There's no doctorate, and yet the people sitting around me are sitting at that level, okay. Am I good enough to be here? I'm a new business. Yes, I did this professionally under employment, but now it's me (Participant 1, ED)

Additional to having an imposter syndrome, another constraint often comes from the realisation that one's side business is not yet generating stable income (as opposed to one's full-time job) and coupled with the lack of knowledge of what is expected to be an entrepreneur often stifles growth:

Yes, I might be able to survive a little bit on this side hustle, but I'm not trying to survive a little (Participant 7, CS)

But the downside of that is that briefs don't always come. It's not constant. It's not constant money that's coming in, you know. Like every month (Participant 4, BN)

So right now, on the finance side. Small I say we are trying to build a model where okay. I'm also big on continuous improvement and all of that (Participant 16, WN)

Another harsh reality check is the fact that one's full-time job affects the scaling up of the side business – "I'm not making the big monies [with my side business] because I'm employed full-time" (Participant 1, ED).

As Participant 8 (ZS) emphasised; the “lack of resources is the most frustrating factor in this journey.” In addition to that, there is a prevalence of people in the industry not wanting to share information with novice entrepreneurs:

Because even when people do share that information, they don't say, okay, when I started out, I had X number of followers, and this is how much I was charging (Participant 9, VN)

It seems like being in a highly competitive industry that has a huge number of gatekeepers is a path blocker, so is playing it safe due to fear of failure. One participant expressed:

Honestly speaking, I had that fear, because it wasn't just about me anymore. Yeah, it's not just about me... about what want to do and when I want to do it, right? So, I had to think of family. On the forefront more than anything is family and yeah, I mean we got bills to pay, you know. You don't want to burden anybody. I don't want to burden my husband, or now have to change my lifestyle because this is what mommy wants to do full time. And so, it's the reason why I'm still working, as well as running this business, while I work (Participant 11, TN)

The least amount of importance was given to hybrid entrepreneurs being overly confident in their abilities; “which is a dangerous place to be… Overly confident but no essence and no meat” (Participant 1, ED). Notwithstanding fearing giving one’s all to the side hustle because there’s a potential that one would sacrifice their family lifestyle scaling up the side business. Internal thoughts like; “it wasn't just about me anymore” (Participant 11, TN) constantly haunt these budding transitory entrepreneurs living them to remain persistent entrepreneurs.

5.2.4.2. Impact of COVID-19

Additional things that were noted by the entire group participants to influence hybrid entrepreneurship were age, gender, and race. The level of frequency in Table 18 is determined by the number of quotations coded by a code (groundedness of codes).

Table 18: Summative view of the impact of COVID-19 for the entire group of participants

Impact of COVID-19	Level of Frequency		
Side hustle profits negatively affected by lockdown	●		
The pandemic has made the world accessible			◔
Legend	● High	◑ Moderate	◔ Low

Source: The researcher's compilation

Seemingly, the pandemic affected some hybrid entrepreneurs negatively with many losing businesses, scaling down, changing focus, bringing in fewer profits because of the current state of affairs:

As I was getting it right. COVID hits and that was it (Participant 2, IC)

When the hard lockdown came, I was unable to continue digitally. The servicing that I was giving clients, so I lost a lot of business, and I lost a lot of clientele because I needed to purchase software to then continue giving the same amount of service I was giving and the same quality, but the software was money, and I didn't have that, so I went down to giving the bare, bare minimum offering to all my clients. Yeah, and that's just where things are right now. (Participant 1, ED)

Admittedly some participants have had a different experience:

Also, the pandemic has taught me the world is smaller guys. It's as small as I want it to be. You can be anywhere - you could be sitting in Mauritius, and you know in the yard and still doing business. You could be anywhere and conversing with anyone across the world. Guys come on (Participant 9, VN)

5.2.4.3. A deep dive into the analysis groups

COVID-19 impacted most of the analysis group participants negatively. An important observation by the researcher is that the white participants and male participants did not

mention having an inferiority complex as a lingering delimiting factor they had to deal with in their hybrid entrepreneurial journey.

The same goes for having a lack of knowledge of what is expected as an entrepreneur and the same applies to the noted hindrance caused by one's full-time job affecting the scaling up of one's side business (more exclusively for white participants). The researcher acknowledges this to be true for the set of participants interviewed, however, an overall generalisation cannot be made due to the sample size of the study.

5.2.4.4. Theme summary

The path blockers were expressed to be losing business because of COVID-19 and navigating through the psychological challenges brought on by the imposter syndrome some participants had, along with lack of resources, industry gatekeepers and overall time spent at their full-time job.

5.2.5. Theme five: Intended end goal for the path chosen

The underlying drivers for theme five were found to be factors that influenced the participant's ultimate end goal for partaking in hybrid entrepreneurship.

5.2.5.1. End goal for hybrid entrepreneurial path

The intended end goal for one's chosen hybrid entrepreneurship path is to solidify one's focus. Table 18 below provides a summative view of what the entire group of participants expect to occur in the end. The level of frequency in Table 19 is determined by the number of quotations coded by a code (groundedness of codes).

Table 19: Summative view of what the entire group of participants expect to occur in the end

End game	Level of Frequency		
Grow in my side hustle (expand into other ventures)	●		
To keep both FTJ & side hustle		◑	
To live a comfortable life		◑	
To resign from FTJ & concentrate on side hustle/s		◑	
To retire early			◔
Legend	● High	◑ Moderate	◔ Low

Source: The researcher's compilation

The analysis of the interview data suggests the most significant end goal to be growing exponentially with a side business, enough to introduce other business ventures because of one's success. Two of the participants articulated their experience:

Grow this into something bigger (Participant 7, CS)

The thoughts of growing and enlarging my business is definitely still there, the manner in which I think of it now and the manner in which I am looking at now is completely different compared to the way I saw it a few years ago, I mean, like I said, Now I ventured into recently started teaching people how to make the wigs. How to colour, how to treat the wigs how to cut. So, the way I see it now is, I don't necessarily have to be the one doing everything. (Participant 11, TN)

The researcher noted that since everyone's aspirations are different, so is their intended path. Some participants expressed remaining in a hybrid entrepreneurial state, whilst others intention was to resign from a full-time job and concentrate on side business fully as that was their foreseen way of living comfortably in the long run:

They're measuring at the same level of ambition (Participant 7, CS)

I wouldn't say I can choose one over the other right now (Participant 11, TN)

I've learned a lot in nine to five, but it's not for me. No, I don't I don't see myself doing this for the rest of my life. But I don't mind doing it now. investing the time and you know, putting aside money so that in future when I get to a point where I can then start building my own brand (Participant 9, VN)

My long-term vision is to do very well in business to a point where I can let go of my career (Participant 12, MM)

The ultimate goal for some is achieving early retirement through hybrid entrepreneurship "so I want to retire early" Participant 7 (CS).

5.2.5.2. A deep dive into the analysis groups

The researcher acknowledges no incremental differences that can be linked to one's intended goal from the three analysis groups: a) gender; b) race and c) the number of side hustles held.

5.2.5.3. Theme conclusion

Many of the participants saw expansion into other ventures and living a comfortable life to be of the highest importance. While some participants prioritised remaining in a state of hybrid as their desired goal, some wanted to eventually resign from their full-time job. This again emphasised to the researcher uniqueness of one's intent.

5.3. Summary of primary research findings

The primary research findings from the 16 interviews conducted by the researcher were comprehensively documented in this chapter to add to the contextualised view of hybrid entrepreneurship. The findings were discussed according to the 17 categories that were revealed during coding. An additional layer of analysis was added by the researcher to determine whether any patterns emerged from the discussion after taking a deep dive on the analysis groups identified, namely, gender, race and number of side hustles held in a resource-constrained setting.

The overall findings from the thematic groupings suggest the primary entry motivator for hybrid entrepreneurs to be the need to make money and hence having a side hustle facilitates that for the participants. Furthermore, participants cited the linkage to having a side hustle as freedom, independence, and passion. Non-monetary motivations that had the most importance were empowerment and the need to help others.

Overall, it can be assumed that one's journey is unique to them as all the participants experienced various drivers in varying degrees. Those who have gone through the hybrid entrepreneurial journey find it worthwhile regardless of the hardships experienced along the way. Within this setting, the influence of race on hybrid entrepreneurship seems highly prevalent as all the black participants mentioned it to be a hindrance.

Time management was deemed an important path enabler along with having strong networks. Path blockers were highlighted to be dealing with the aftereffects of COVID-19 while navigating through their self-belief and lack of resources.

Chapter six will bring on an academic lens to the discussion of the findings.

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CHAPTER SIX: DISCUSSION

6.1. Introduction

In this chapter, the primary research findings from chapter five will be discussed, interpreted, and concluded comparing to the literature from chapter two to come up with conclusive primary research outcomes that enhance the academic argument of hybrid entrepreneurship literature.

A similar structure to chapter five will be used to present the discussion. The five themes identified in the previous chapter will be overlayed with the sub-research questions posed in chapter three to answer the primary research question that this research study intends to address: **What are the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context?**

The five themes include entry motivators for hybrid entrepreneurship, hybrid entrepreneurial journey, path enablers, path blockers and the intended end goal for the path chosen (which is an additional theme that emerged from the primary research findings which will add to the understanding of the researcher's quest).

6.2. Discussion of primary research outcomes by research questions

Below the primary research outcomes will be discussed by research questions.

6.2.1. Discussion of sub-research question one: Entry motivators for hybrid entrepreneurship

Sub-research question one was aimed at understanding the extent to which monetary and non-monetary benefits motivates individuals to become hybrid entrepreneurs. The participants interviewed revealed their motivators for hybrid entry to be indeed monetary and non-monetary as Thorgren et al. (2016) had previously concluded.

6.2.1.1. Monetary motivation

Overall, hybrid entry is driven by money. The participants were candid in emphasising their intention to become hybrid entrepreneurs because money supports the attainment of the lifestyle, they already have been accustomed to along with funding the lifestyle that they aspire to have. Freedom and independence are interconnected to their ongoing quest for money because money is the means to an end and not the end itself. Furthermore, the findings indicate that money assists in supplementing inadequate pay from their full-time jobs and at times, the money made from their side business ventures superseded their salaries with minimal resources required to start.

Folta et al. (2010) found that the supplementary income that comes with venturing into a side business offers hybrid entrepreneurs who tend to earn on the lower end of the spectrum monetary resources to better take care of their spouses and children. Dzomonda and Fatoki (2018) added that this was mostly in times of hardship. This idea is congruent with the primary research findings because people want the peace of mind that comes with being able to fully take care of their loved ones. Across the earning spectrum, literature (Dzomonda & Fatoki, 2018; Schulz et al., 2017) and the findings suggest that the monetary motivation typically stems from the desire to fund overgenerous lifestyles that afford them the ability to treat their families to holidays, over a number of other things.

Literature and the research findings differ slightly in their placement of freedom and independence as the means to an end and not the end itself. In this study, it would seem like these concepts are viewed comparably with the attainment of money whilst literature (Viljamaa et al., 2017) connects one's desire for independence to self-fulfilment that stems from following one's passion which is linked to non-monetary motivation.

6.2.1.2. Non-monetary motivation

Another group of participants however related independence and self-fulfilment as a secondary hybrid entry motivator which some deemed more important than money. The findings within this theoretical category are fragmented because non-monetary motivations

are subjective and based on one's current life disposition. With that being said, the main non-monetary driver was found to be the participants lingering need to help others through their side business. For them, their side business formed part of their life's purpose, therefore it needed to mean something. Being in control of one's destiny often meant wanting more than what their full-time job could provide by allowing the side business to bring out their multidimensional self.

The findings presented above are consistent with literature by Viljamaa et al. (2017) that suggests the catalyst for non-monetary hybrid entry to be the fulfilment of passion through hybrid entrepreneurship, in addition to that, Neneh (2020) states that having multiple passions can typically motivate a full-time employee to explore a side business venture start-up, thus affirming the notion, people are multifaceted - they, therefore, require hybridity to avoid feeling like they are not making full use of their talents.

Furthermore, the non-monetary motivations presented in the research findings can be linked to the attainment of Maslow's higher-order needs (Lussier, 2019) because they relate to the psychological aspect that propels one to start a business, namely, reaching one's career peak, wanting to empower others, living the life of their dreams and being in control. The significance of this is Maslow’s hierarchy of needs is linked to behavioural motivation which leans on the principle that individuals will satisfy each stage to reach the self-actualisation stage (Maslow, 1981). Folta et al. (2010) and Thorgren et al. (2014) regard passion as a top motive for hybrid entry. Passion is therefore linked to the attainment of one's higher-order needs – the self-actualisation level (Lussier, 2019).

Sessions et al. (2021) see empowerment intrinsically (for the benefit of the entrepreneur) and extrinsically (for the benefit of the people they touch through their hybrid entrepreneurial ventures), the contrast is such that the participants typically excluded themselves as the ones who are empowered by entrepreneurship. They were consumed by the tunnel vision of helping others thus discounting themselves as an additional benefactor to empowerment brought on by their side business. Therefore, the findings of this extend the literature by taking into account the particular characteristics of the developing country context.

6.2.1.3. Sub-research question one discussion summary

The researcher's aim in understanding the extent to which monetary and non-monetary benefits motivates individuals to become hybrid entrepreneurs has revealed that participants enter hybrid entrepreneurship for both monetary and non-monetary reasons. The duality of the participant's rationale can lead one to determine that neither one serves a more superior role than the other they are both important to hybrid entrepreneurs at different stages of entry and along their hybrid entrepreneurial journey.

Money serves as an enabler and the subsequent and varied non-monetary benefits serve as a fulfilment of higher-order needs. Therefore, research findings cast them as interchangeable, especially in a resource constraint setting.

6.2.2. Discussion of sub-research question two: Hybrid entrepreneurial journey

Sub-research question two was aimed at gaining a deeper understanding of hybrid entrepreneurs challenges encountered and lessons learned over time. The participants interviewed highlighted the ebbs and flows of their journey of being consumed with having it all through figuring out how best to maintain a grounded family structure that is not only supportive but thriving with their pending achievements whilst dealing with the lessons encountered along the journey.

Hybrid entrepreneurship scholars such as Viljamaa et al. (2017) and Solesvik's (2017) explored this notion in a different context. The researcher's findings that follow, look at the insights as they exist in the South African context.

6.2.2.1. Family first

The findings revealed that prioritising one's family is important during one's entrepreneurial path. The research participants love for family often made them torn between time spent at work and investing in their business, yet through it all, they endeavoured to prioritise family due to the solid understanding that family would be all they had if everything else would fail.

Most of the participants attributed their ability to keep sane during their entrepreneurial path to their solid and supportive family structure. The main point of concession often came in the choice to spend quality time with family or make sacrifices for them by burying themselves in their work and side business. Lastly, the research findings showed that some hybrid entrepreneurs who had intentions of transitioning to full-time entrepreneurship were prepared to leap into full-time entrepreneurship if their loved ones needed them due to health or other reasons. Family responsibility was therefore used as a transition strategy for those who wanted to go into full-time entrepreneurship.

The evolution of hybrid entrepreneurship literature (Folta et al., 2010; Neneh, 2020; Solesvik, 2017) has taken a deep dive into factors that propel hybrid entrepreneurs to transition, however, literature contradicts the findings of family being a catalyst for switching. The current overarching narrative relates switching to be brought on by start-up sustainability, entrepreneurial self-efficacy, and potential job loss due to resultant loss of retirement benefits, sectoral experience, medical healthcare, and lifestyle. Therefore, the findings of this extend the literature by taking into account the particular characteristics of the developing country context. Similarities however exist as scholars also connect being able to support one's family adequately to getting supplementary income from hybrid entrepreneurship (Folta et al., 2010).

6.2.2.2. Highlights of hybrid entrepreneurship

The findings say that hybrid entrepreneurial achievements mostly include proving to oneself that they can venture out on a different path and land business opportunities for their side business, more so, retainer clients as some participants emphasised. This, therefore, instils the added self-belief that one can achieve sustainable success in entrepreneurship and opens the door to work with prominent industry people, whose business connections provide greater respect for novice entrepreneurs along with the ultimate freedom that comes with having a side business that is not funded by one's full-time job.

In literature, "entrepreneurial self-efficacy" (Neneh, 2020, p. 559) was found to have a great influence on one's decision to be a transitory hybrid entrepreneur or persistent hybrid entrepreneur. Similar to the research findings, self-belief was found to affect one's confidence

in whether they had the innate ability to be a successful entrepreneur, once achieved, this proved to be a highlight for the participants. Moreover, Demir et al. (2020) are agreeable with the findings of landing new business opportunities and exploring a new path, their research stated that hybrid entrepreneurship tends to open opportunities for novice entrepreneurs because of tunnel focused goal orientation. Achieving independence (freedom) was also cited by Viljamaa et al. (2017) as an added benefit of one's hybrid entry.

For this theoretical category, there seem to be no differences between the literature and the research findings.

6.2.2.3. Journey

Persistent hybrid entrepreneurship (Solesvik, 2017) keeps people in a state of hybrid. Some of the participants expressed that their persistent hybrid state was a result of them loving their full-time jobs and being afraid to leave the security of their jobs because they were not sure they would like their new venture just as much. Likewise, the research findings revealed that the participants kept both because of the added stability that came with having a constant source of income (from the day job) whilst trying out a new business venture. This rationale is closely linked to literature by Folta et al. (2010) amongst other scholars that suggest that hybrid entrepreneurship offers a safe bridge for individuals exploring entrepreneurial activities along with the fringe benefits that come with being full-time employed.

Interestingly, the participants mentioned that they still wanted career growth even though they were hybrid entrepreneurs and often put themselves up for promotions so that they could climb the corporate ladder. As stated in the literature, a side-effect of hybrid entrepreneurship is personal development (Urbig et al., 2021) hence the employer benefits from an employees' entrepreneurial pursuits. The research findings suggest that persistent hybrid entrepreneurship can add to one's tenure with their employer and does result in increased job performance. The evidence that supports this is most participants who struggled with the decision to transition wanted to remain in their full-time jobs because they knew that they could perform well.

The misconception of hybrid entrepreneurship is that employers often struggle to find the positive outcomes of employees taking on a side business (Urbig et al., 2021). The positives do weigh the negatives even though an employee's personal development can manifest in an employee wanting to leave their employer in the long run (Urbig et al., 2021), this was also true for some of the participants as they found themselves better suited for their entrepreneurial pursuits than their employer.

Literature by Neneh (2020) says that those who grew up watching their parents being entrepreneurs could easily follow the same path because their family background affords them access to networks and resources that would make the journey easier, but the findings of this study say that participants who come from enterprising backgrounds were encouraged by their parents to enter the workspace first, be hybrid entrepreneurs and thereafter leave to become full-time entrepreneurs so that they could get the benefit of transferrable skills. Therefore, the findings of this extend the literature by taking into account the particular characteristics of the developing country context.

6.2.2.4. Lessons learned

The research findings highlighted the main lessons learned by hybrid entrepreneurs to be saving for a rainy day, maintaining a positive cash flow, and being a diligent worker who understands that success does not happen overnight. In addition, the importance of having extra help was reinforced as the main contributor to scaling up one's business especially because their time during the day was all consumed with their full-time job. Making use of networks was stated as imperative to success because it assisted with enhancing collaboration and helped to make the entrepreneurial journey less lonely than it needed to be. Similar to the research findings, Tong et al. (2020) research also links one's entrepreneurial success to strong networks.

The research findings also stated that failing forward and not giving up was a domineering factor all participants encountered, more especially females and black participants due to them regarding themselves as previously disadvantaged. The expectation of making it in entrepreneurship was experienced more by this group because they already felt like they were

starting at a less privileged point than the rest of the other ethnical groups. Welter (2008) had already exposed that entrepreneurship is circumstantial, therefore community and context influence how the unique lived experiences play out. This is seemingly true in the resource-constrained context of South Africa where most of its inhabitants are previously disadvantaged.

When looking at the findings from the lens of the analysis groups, females, and those with one side hustle placed more importance on prioritising their families than males or those with multiple side hustles. Some female participants expressed that social norms have afforded males more freedom to explore entrepreneurial ventures because they do not have the added responsibility of looking after children. Demir et al. (2020) and Solesvik (2017) discuss the relationship between gender and entrepreneurial motives in their studies, their conclusion was such that women still maintained a greater responsibility of childcare than men therefore women would be less prone to look at hybrid entrepreneurial ventures. In the research findings, a slightly different outlook was found; women were prone to be hybrid entrepreneurs and would continue to do so but struggled with balancing it all because of the heightened responsibility they had to take care of their families.

6.2.2.5. Sub-research question two summary

The researcher's intention to gain a deeper understanding of one's hybrid entrepreneurial journey affirmed the uniqueness of the lived experiences (summarised below) that have shaped the participant's journey over time from a point of view of South African hybrid entrepreneurs.

The unique lived experiences were: Since family was the participant's source of strength. All the sacrifices that they made in their entrepreneurial journey were for the benefit of their family and loved ones, hence making family a priority was a no-brainer for the hybrid entrepreneurs. Their achievements included creating sustainability for their side business ventures and growing their confidence and can-do attitude over time whilst opening themselves up to collaboration with other professionals. Failing forward was a constant undertone of their lessons learned and their overall journey encompassed the decision to transition fully into

entrepreneurship or to stay in the comfort of hybridity. Literature contradicted these findings as scholars like Folta et al. (2010) did not relate one's decision to transition with family, but with start-up sustainability, entrepreneurial self-efficacy, and the loss of fringe benefits.

6.2.3. Discussion of sub-research question three: Path enablers

Sub-research question three was aimed at understanding which factors enable an individual's entrepreneurial path after entry. The research findings take a deep dive into the insights as they exist in the South African context. The fundamental drivers from the research findings were prioritising one's full-time job and the side business, having a transparent employer-employee relationship and understanding the impact of age, gender, education, and race on hybrid entrepreneurship.

Most of these concepts were presented, discussed, and argued by Demir et al. (2020) and Folta et al. (2010) and other scholars over the evolution of hybrid entrepreneurship and will therefore be discussed thoroughly in the sections below.

6.2.3.1. Balancing both

The findings of this study say since hybrid entrepreneurs work full-time, their greatest commodity is time. The management of time was stated as integral in ensuring that employer deadlines are met, the side business scales up and family is prioritised. The participants cited learning the art of compartmentalising one's life as a good approach to use for balancing both. This is something they learned through trial-and-error. They mostly found dedicating side hustle work to after hours and weekends helped to lessen their anxiety and thus made them less prone to health scares.

Thorgren et al. (2014) found that as work and family pressures increase, the more likely is one's side business struggle in being sustainable. It is therefore not surprising that some participants even went to the extremes of taking paid time off to work to concentrate on big projects that would take their side business further. If the need arose, their dedication to the success of their side business even made others contemplate moving to less intense work

roles so that they would be able to effectively manage both. Since their focus was on the end goal, some admitted to stealing time from their employers during the workday to complete tasks related to their side business.

6.2.3.2. Managing the relationship with the employer

The findings revealed that the participants value their full-time jobs so much that they made sure that all work related to their full-time job is completed first before directing their attention to their hybrid entrepreneurial endeavours. The rationale for this is that since most of their side businesses are not yet sustainable, they do not want to risk losing their stable jobs by providing mediocre work to their employer.

All the participants declared that they were aware of their employer's policy when it came to doing outside work, they thus respected the rules set by their employer and thus stayed within those parameters. The literature says that one's organisational level policy sets the tone of how the employer-employee relationship will play out once one decides to be a hybrid entrepreneur (Dzomonda & Fatoki, 2018). The research findings confirmed that hybrid entrepreneurs were expected to declare their side business activities so that they would not be in breach of their employment contracts with their employers.

Participants preferred to uphold transparency with their employer and most noted that they would do so even without the policy being in place. Most employers were supportive whilst others were not. Literature suggests that supportive employers can leverage the transfer of skills and better employee attitudes (Urbig et al., 2021). The research findings revealed the support received from one's employer as wide-ranging, from helping with resources, offering collaboration, or just asking how the business is doing (as a form of small talk) from time to time.

Participants expressed that the main barrier experienced as a hybrid entrepreneur whilst navigating the employer relationship is their employers not understanding that they are multifaceted individuals who required more than what their full-time job could offer to live a fulfilling life. Schultz et al. (2016) are agreeable to employers embracing the new world of work

and encourage employers to not use their influence to restrict employees from doing what they love. Participants however highlighted that more work would need to be done from a work culture and policy perspective to help disempower the existing ideology that some senior managers have in thinking since the organisation paid your salary, they owned all your time.

6.2.3.3. Enabler to hybrid entry

Participants expressed their success enablers to be learning new skills for the betterment of their side hustle, understanding that networks are resources that can facilitate collaboration and open more opportunities for them. They also attested that having a strong belief in God to be integral in carrying them through their greatest entrepreneurial challenges.

Furthermore, the participants emphasised that their businesses had to offer value for clients otherwise the business would not have longevity. The research findings made known that innovation and creativity needed to be prevalent in one's side business for the hybrid entrepreneurs to continually enjoy their side business and thus make the necessary sacrifices to keep it profitable.

Literature (Urbig et al., 2021) indicates that the learning of new skills positively impacts one's side business and has a spillover on their employer. Furthermore, enhancing one's innovative capabilities was found to heighten opportunities and increase one's goal orientation (Demir et al., 2020), therefore the participant's experiences concurred with that of the literature.

Literature (Cater et al., 2017) identified that one's religious orientation motivates them to offer shared value through their businesses while also practising ethical business practice. In addition, Beard and Neubert (2013) connected an entrepreneurs faith to their willingness to take risks because of the confidence brought on by their faith. Literature, therefore, contrasts with the findings of this study because one's faith was not linked to being able to overcome entrepreneurial challenges, only with the willingness to take risks.

6.2.3.4. Influence of age, gender, and race on hybrid entrepreneurship

The research findings showed that one's age, gender, and race proved to be a hindrance in some industries. The consensus was such that age worked in the participant's favour because it gave one the leeway to try out different businesses until one knew for sure what they wanted to do. On the other hand, age proved to impede some due to industry gatekeepers citing ill experience because of age. Literature from Thorgren et al. (2016) stated that hybrid entrepreneurship was attractive to both younger and older individuals due to the fearlessness that came with being younger and the stable income that came with being older. They, therefore, linked one's age to income level and level of spontaneity.

The research findings confirmed Thorgren et al.'s (2016) view somewhat. The participants from the research study did not see age as limiting because they started their side hustles regardless of being young or old. Their rationale for hybrid entry was timing and self-belief orientated. Age only became an 'issue' due to outward voices from industry gatekeepers. Hence in this setting, the cost of switching was not age-dependent as all participants believed that one could do anything they had put their mind on no matter how old or young they were.

The participants expressed that gender stereotypes were prevalent in some industries. One participant experienced negative gender stereotypes because she was a female with an entrepreneurial venture in the football industry which was mainly male-dominated. Another participant found their gender to be favourable for them because their hybrid entrepreneurial venture was in the content creator space which is mostly female-dominated.

Literature (Demir et al., 2020; Solesvik, 2017; Viljamaa et al., 2017) mostly speaks about gender from the view of earning disparities because of gender pigeonholes that prevent women to earn as much as men within their chosen industries, however, the conversation that enlisted from the research study looked at gender as an enabler or constraint to venture into and thus remain in hybridity. The participant's experiences were mostly from a hybrid entry point of view, for instance, opportunities not being fulfilled or blocked due to gender stereotypes.

The influence of race on hybrid entrepreneurship was noted to be industry-specific by the participants. Interestingly, only the black participants cited race as a hindrance in their entrepreneurial pursuits, even going as far as not taking up or being afforded opportunities due to discrimination. On the opposite end of the spectrum, in some industries race was a catalyst because of BEE as most companies wanted to have a black representation.

When looking at the research findings from the lens of the analysis group, white participants did not mention race as a potential hindrance to succeeding in one's side hustle, whereas black participants mentioned it unprompted. Literature by Demir et al. (2020); Thieme (2018) and Thorgren et al. (2016) revealed that demographics and societal norms influence the advancement of entrepreneurship (their findings was based on all entrepreneurship and not hybrid entrepreneurship specifically). Therefore, the findings of this extend the literature by taking into account the particular characteristics of the developing country context.

6.2.3.5. Importance of education

Literature has found hybrid entrepreneurs to be highly educated individuals (Demir et al., 2020; Folta et al., 2010; Schulz et al., 2016). The same proved to be true with most of the participants interviewed. They deemed education to be an important ingredient to success regardless of their earning potential. This was also true for those participants who did not have a postgraduate education as well.

Participants saw both formal and informal education as important because it caused them to be seen as an expert in their field of choice. Informal education mainly included being self-taught from YouTube or reading books and even attending webinars. Participants also acknowledged the importance of having practical experience because it reinforced learning through trial and error.

Tong et al. (2020)'s study viewed hybrids as highly educated people with solid professional networks built up over time. The research findings proved this to be true, however, the main contrast between the literature and findings was that the networks that the hybrids had built were mainly professional – mostly useful for their full-time job and not their side business.

Once the participants started their side business, the participants found the need to open themselves up to new networks that could help them propel within their business as the two were often not interchangeable.

6.2.3.6. Transferable skills

The research findings found that knowledge transfer from a full-time job to a side business and vice versa was fundamental in one's hybrid entrepreneurial journey. It created a breed of hybrid entrepreneurs that were confident, self-assured and people-centric.

Demir et al. (2020) and Urbig et al. (2021) found that transferring skills between work and business can help hybrid entrepreneurs exploit the opportunity to achieve success in both spheres, the overflow of skills between the two helped to increase job performance resulting in one's overall engagement at work being more positive and the employer getting the added value of job satisfaction and employee retention (in the short-term for transitory hybrid entrepreneurs). This reflected the participant's experience, albeit their end goal was to eventually venture out on their own.

6.2.3.7. Sub-research question three discussion summary

The researcher's intention to understand which factors enable an individual's entrepreneurial path after entry confirmed the importance of time management in making one's business successful. Along with that, was the juggling act of prioritisation while in a state of hybrid. Literature (Thorgren et al., 2014) added to the time management narrative and thus revealed that when work and family pressures increase, the side business would suffer as a result.

The findings also revealed that the relationship with one's employer needed to be transparent for the participants hybrid entrepreneurial journey to run as seamlessly as possible. Literature (Urbig et al., 2021) was consistent with the research findings as supportive employers were found to leverage the transfer of skills and better employee attitudes. The research study found that being rooted in faith to be responsible for overcoming entrepreneurial challenges.

Literature was in contrast with the findings because one's faith was not linked to being able to overcome entrepreneurial challenges, only with the willingness to take risks.

Within the South African setting, the research study confirmed that age, gender, and race sometimes interfered with one's progress, however since it was mostly industry-dependent – its aftereffects were at times detrimental to one's success. In other instances, they helped the hybrid entrepreneur propel due to legislation put in place by South African policymakers. The findings found that education and skills transfer was linked to one's ability to be successful, maintain longevity and being a well-rounded hybrid entrepreneur. Literature (Demir et al., 2020; Folta et al., 2010; Schulz et al., 2016) concurred with the research findings because hybrid entrepreneurs were said to be highly educated individuals.

6.2.4. Discussion of sub-research question four: Path blockers

Sub-research question four was aimed at identifying what an individual's hybrid entrepreneurship constraints are. The researcher's findings take a deep dive into the insights as they exist in the South African context. The fundamental drivers were taking note of the things that hinder your hybrid entrepreneurial growth and accessing the impact of COVID-19 on hybrid entrepreneurs.

Most of these concepts were presented, discussed, and argued by Demir et al. (2020); Folta et al. (2010) and Ratten (2021) will therefore be discussed thoroughly in the sections below.

6.2.4.1. Constraints to hybrid entrepreneurship

The research study findings say that the major cause holding participants back in their hybrid entrepreneurial journey is negative self-talk that convinces one that they are not worthy of being afforded the opportunities presented to them regardless of them making strides to make their side businesses a success. This was noted as the biggest hindrance for hybrid entrepreneurs mainly because it crept in at various points of their journey.

The participants revealed that as soon as one had thought they had gotten rid of it, it would spiral back up again. Neneh (2020) mentions that the entrepreneurial intentions that form in the mind of the hybrid entrepreneur can either make them more successful or less successful as a business owner. As per the literature and the findings, this is linked to confidence.

The findings indicated that the added knowledge of not generating adequate income was also noted as a delimiting factor that affected one's growth along with the sad truth that one's full-time job stood in the way of them making even more money due to the limited time available to focus on their side hustle. The participants highlighted this, together with a lack of resources, to be a double-edged sword for hybrid entrepreneurs. In literature, this was not an unforeseen revelation because the main motivation for hybrid entry is to supplement one's income (Dzomonda & Fatoki, 2018).

The findings said that participants finding themselves in a highly competitive industry was restrictive, as entrepreneurs had to refrain from playing it safe due to fear of failure. This in turn played on their confidence levels which resulted in some being overly confident – near egotistical. Literature linked ego to one's personality trait albeit being a negative one for an entrepreneur. Participants needed to emulate more positive entrepreneurial traits that may lead them to success (Neneh, 2020).

When looking at the findings from the lens of the analysis group, the white group of participants, as well as male participants, did not mention having an imposter syndrome that deterred them from making further strides in their hybrid entrepreneurial journey as well not having adequate resources to pour into their side businesses.

6.2.4.2. Impact of COVID-19

The research study findings found the pandemic to be a huge negative for business owners. The saving grace for hybrid entrepreneurs was that they still had their full-time jobs. However, the loss of income from the pandemic was still felt and that therefore meant that some of the businesses had to close, scale down or even change strategic focus because of what was happening in the country and the world at the time. The participants emphasised that each

industry sector felt the impact of the crisis differently, however, literature found that the most common ramification of the pandemic was that businesses had to shift behaviour (Ratten, 2021) which meant cutting down on expenses and maximising resources to stay afloat.
The findings noted that the psychological impact of the loss of income was severely felt by hybrid entrepreneurs, more so for those who couldn't operate digitally because of the nature of their service offering. Akula and Singh (2021) acknowledged that resilience is required for business survival, more especially for small and medium enterprises as they are prone to failure during a crisis like this.

The findings made known that some of the participants were able to pivot and thus make use of digital transformation within their businesses to leverage lucrative opportunities. One participant's business grew because they could now expand their territory to other parts of the world; something they would have waited a long time to explore before COVID-19. Thus, showcasing resilience, strategic agility, and proactive business transformation to remove the impediments presented by COVID-19.

6.2.4.3. Sub-research question four discussion summary

The researcher's intention to understand which factors constrain an individual's entrepreneurial path after entry confirmed the importance of agility, resilience, and entrepreneurial self-efficacy on business performance. These positive entrepreneurial traits would also prove to be effective for business survival in a pandemic.

6.2.5. Discussion of additional theme identified: Intended end goal for the path chosen

This theme was unearthed when the researcher was analysing the participant's responses. The participants expressed their intended end goal for the path chosen without being prompted by the researcher. The insights below speak to what their end goal is for their hybrid entrepreneurial journey, the reason for all this sacrifice, resources, and time.

6.2.5.1. End goal for hybrid entrepreneurial path

The participants expressed their ultimate goal to be growth. They had aspirations of expanding their businesses beyond the initial venture. The literature says that the need to expand and grow is linked to one's desire for independence (Viljamaa et al., 2017) which in turn can be connected to Maslow's hierarchy of needs (Viljamaa & Varamäki, 2015).

The participants highlighted that growth for them also meant team expansion because in the future they could not foresee doing everything on their own. And literature emphasised the need for prioritising assistance, making use of strong networks and resources for business performance (Neneh, 2020).

Some of the participants showed a keen interest in being persistent hybrid entrepreneurs, while others ultimately wanted to transition into full-time entrepreneurship (Viljamaa et al., 2017). Regardless of the hybrid state, being able to live comfortably was paramount so that they would be able to retire early if they chose to.

6.2.5.2. Additional theme discussion summary

The researcher's intention to understand hybrid entrepreneurs end goal after hybrid entry revealed that hybrids struggled with the decision to remain persistent hybrid entrepreneurs or to make a switch to full-time entrepreneurship, regardless of the struggle, all participants wanted to expand their entrepreneurial venture, live comfortably, and retire early if they wanted to.

6.3. Primary research outcomes overall summary

The discussion of the primary research findings helped the researcher to discover the primary research outcomes related to the main research question that this research study aims to address.

Through comparing the primary research findings with literature (see Table 20), similarities were identified, and differences were unearthed to help solidify the tentative research claims found by the researcher. The researcher has thus provided a graphic summary of the conclusive findings from this chapter below (see Table 20). The table is grouped by the original themes found in chapter five.

Table 20: Chapter six conclusive findings summary

Themes	Findings	Confirmation of literature	Contradiction to literature	Extension to literature
Related to requestion question one to four				
Entry motivators for hybrid entrepreneurship	The supplementary income received helps to take care of/support family and loved ones			
	Some participants viewed/linked freedom and independence with the attainment of money (monetary motivation)			
	Hybrid entrepreneurs are multifaceted and thus require hybridity to feel like they are using their talents fully			
	Hybrid entrepreneurs excluded themselves as the ones who are empowered by entrepreneurship			
Hybrid entrepreneurial journey	One's family is typically responsible for one switching from hybrid entrepreneurship to full-time entrepreneurship			
	Entrepreneurial self-efficacy impacts one's path to transition			
	A side-effect of hybrid entrepreneurship is personal development			
	Hybrid entrepreneurs from enterprising backgrounds were encouraged by their families to have a FTJ first, then go into hybrid entrepreneurship (benefit = transfer of skills)			
	Those with one side hustle prioritised family more than those with multiple side hustles			
Path enablers	Hybrid entrepreneurs prioritised their FTJ over the side hustles			
	Hybrid entrepreneurship was attractive to both young or old because of the timing of entry and self-belief and not income			

	level and level spontaneity as per the literature			
	Race was a hindrance for black participants in their entrepreneurial pursuits due to discrimination preventing them from taking up or being afforded opportunities			
	Race was an enabler to enter hybrid entrepreneurship due to BEE			
Path blockers	Being resilient affects hybrid business performance positively			
Unearthed from analysis				
Intended end goal for the path chosen	Expansion of business venture, being able to live comfortably and retire early			

Source: The researcher's compilation

The researcher acknowledges that the nuances of differences found have the potential to extend literature and thus adding to the contextualised view of hybrid entrepreneurship. The revised conceptual framework and theoretical conclusions for this research study will be included and discussed further in chapter seven.

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CHAPTER SEVEN: RESEARCH CONCLUSIONS

7.1. Introduction

This chapter serves as a culmination of the researcher's quest to understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context. It brings together the research outcomes that help bring forth the tentative contributions of this research study thus reflecting the probable difference that will assert the researchers claim to extend hybrid entrepreneurship theory.

7.2. Principal theoretical conclusions

The researcher has structured this section of the research study by the initial research questions that this study intended to uncover. The principal theoretical conclusions related to each sub-question will be unpacked in a manner that affirms whether the similarities and differences found make an incremental tentative contribution to the study of hybrid entrepreneurs in a resource-constrained context.

7.2.1. Conclusion to sub-research question one: Entry motivators for hybrid entrepreneurship

The researcher's aim to understand how the attainment of monetary and non-monetary benefits motivate individuals to become hybrid entrepreneurs affirmed money to be a key driver of hybrid entry (Folta et al., 2010) due to its ability to enhance the lifestyles of hybrid entrepreneurs thus providing them with the added reassurance of being able to take care of their loved ones regardless of the economic climate (Dzomonda & Fatoki, 2018). Across the earning spectrum, hybrid entrepreneurs were propelled by their desire to increase their earning potential, this was mostly superseded as the profits made from their side businesses often bypassed their consistent salaries.

Non-monetary motivations are typically associated with life purpose and the inherent need for hybrid entrepreneurs to fulfil their life's purpose and thus gain meaning from choosing to

pursue their entrepreneurial ventures (Viljamaa et al., 2017). A catalyst for non-monetary hybrid entry was hybrid entrepreneurs accepting that they were multifaced individuals who thus required more than their full-time jobs to completely make use of their talents. Hybrid entrepreneurs were motivated to help others through their side business (Sessions et al., 2021). Moreover, it could thus be said that Maslow's higher-order needs have a heightened relationship to non-monetary hybrid entry motivation (Lussier, 2019) due to an individual's need to satisfy each stage to reach the self-actualisation stage.

The research outcomes affirmed the linkage of freedom and independence to the attainment of monetary and non-monetary benefits which were connected to the pursuit of self-fulfilment and passion (Viljamaa et al., 2017). This concept brought on the dualism of monetary and non-monetary benefits in the minds of hybrid entrepreneurs thus placing them as interchangeable and non-superior to one another as they are subjective and dependent on one's current life disposition.

7.2.2. Conclusion to sub-research question two: Hybrid entrepreneurial journey

The researchers aim to gain a deeper understanding of how an individual's hybrid entrepreneurial journey had been like overtime was centred around understanding how they overcame the challenges encountered and lessons learned throughout their journey. Family proved to be a very important component within one's hybrid entrepreneurial journey with many citing it as a supportive and foundational structure that helped them to maintain a clearheaded focus whilst achieving their overall goals (Solesvik, 2017; Neneh, 2020).

Hybrid entrepreneurs linked all the sacrifices made in their journey to be for the benefit of family hence prioritising family came effortlessly to them. With all that being said, they often struggled with the balancing act that came with putting family first and dedicating time to their entrepreneurial pursuits. This led them to aspire to transition from a state of hybridity to full-time entrepreneurship (Folta et al., 2010). Those with one side hustle seemed to prioritise family more than those with multiple side hustles.

Achievements within the hybrid entrepreneurial journey often meant that one was able to venture out on a different path and create a sustainable and profitable business that attracted new clients. Entrepreneurial self-efficacy helped to stimulate the hybrid entrepreneur's confidence over time and hence affected one's transition strategy (Neneh, 2020) while also helping them to be open to the idea that to be successful, they needed to align themselves with business networks which could help them to propel (Demir et al., 2020).

Hybrid entrepreneurs who grew up within entrepreneurial families often ended up following their parents' directives (Neneh, 2020). The path to following their parents' footsteps however was not linear, with most being encouraged by their parents into exploring the working world before making the full transition into full-time entrepreneurship so that they could benefit from the transferrable skills and networks.

Maintaining a positive cash flow, being a hard worker, the effective use of networks (Tong et al., 2020) and failing forward was a constant undertone of the lessons learned along the journey. This narrative seemed more apparent for hybrid entrepreneurs from previously disadvantaged backgrounds due to entrepreneurship being circumstantial and context-based as highlighted in Welter's (2008) literature.

Female hybrid entrepreneurs were noted to have greater responsibility for childcare than their male counterparts (Demir et al., 2020; Solesvik, 2017), regardless of the responsibility, women within a resource-constrained context were still dedicated to making their hybrid journey work. The overall hybrid entrepreneurial journey encompassed the decision to transition fully into entrepreneurship or to stay in the comfort of hybridity.

7.2.3. Conclusion to sub-research question three: Path enablers

The researchers aim to identify which factors have enabled an individual's entrepreneurial path after hybrid entry honed in on the concept of time management as an essential component to the success of one's hybrid entrepreneurial ventures (Thorgren et al., 2014). For hybrid entrepreneurs, time management relates to them being able to effectively balance their time between the expected demands of their full-time job with the needs of a growing

side business while also juggling quality time with family, friends, and rest. Hybrid entrepreneurs noted that compartmentalising their lives proved to work best – practically this meant dedicating side business work to after hours and weekends to avoid feeling overwhelmed and therefore making themselves prone to health scares as a result.

Hybrid entrepreneurs expressed that the nature of their relationship with their employers needed to be one of transparency and respect. Most hybrids were adamant that they would have maintained this stance irrespective of their employer introducing policies that addressed employees with side businesses due to them naturally not wanting to provide mediocre work to their employer (Dzomonda & Fatoki, 2018).

Most employers were deemed to be supportive of their employee's hybrid entrepreneurial ventures. Urbig et al. (2021) and Schultz et al. (2016) added that supportive employers could easily leverage from the transfer of skills while also reaping the positive outcomes (engaged and productive employees and improved company image) that came with embracing the new world of work. This was however not the lived reality for other hybrid entrepreneurs due to their employer culture and subsequent organisational policies not embracing their side hustles and thus creating a restrictive environment for hybrid entrepreneurs (Demir et al., 2020; Urbig et al., 2021) which in the end meant that employers could not see the true value of hybrid entrepreneurship.

Within the South African setting, age, gender, and race sometimes interfered with one's progress, however since this was mostly industry-dependent younger and older individuals were more prone to starting hybrid entrepreneurial ventures due to the spontaneity that came with being young and the preconceived higher and stable income that was associated with being older (Thorgren et al., 2016). The research outcomes differed with this notion somewhat – age was not seen as a hindrance for all age spectrums, as one's entrepreneurial inclination was linked to timing and entrepreneurial self-efficacy more than anything else.

Gender imbalances prevailed in certain industries due to industry gatekeepers preventing entrance. Demir et al. (2020); Solesvik (2017) and Viljamaa et al. (2017) however cited gender earning disparities.

Race hindered some entrepreneurial pursuits and at the same time was a catalyst for certain opportunities due to BEE. Education and skills transfer was linked to one's ability to be successful, maintain longevity and be a well-rounded hybrid entrepreneur (Tong et al., 2020; Demir et al., 2020; Urbig et al., 2021).

7.2.4. Conclusion to sub-research question four: Path blockers

The researchers aim to identify which factors have constrained an individual's entrepreneurial path after hybrid entry confirmed that most of the factors deterring one to be a hybrid entrepreneur were internal as opposed to external. Negative self-talk was a noteworthy internal factor as most hybrid entrepreneurs expressed having imposter syndrome at various points during their hybrid entrepreneurial journey affecting their forward momentum.

Similarly, struggles with resilience affected hybrid entrepreneurs' ability to thrive in a highly demanding and dynamic environment such as entrepreneurship. Neneh (2020) added that one's ability to be successful as an entrepreneur began and ended in the mind of the business owner. Having a high level of self-confidence was fundamental to success, so was lack of resources and limited time one could spend on their side business because of being all consumed with their full-time job thus limiting the supplementary income one could make from one's side hustle (Dzomonda & Fatoki, 2018).

An important external factor that deterred hybrid entrepreneurs' ability to be successful was the COVID-19 pandemic as most felt the loss of income from the pandemic which caused them to restructure their businesses through scaling down, maximising resources to stay afloat or even closing. Every industry sector was affected by the pandemic differently. The lasting psychological impact of the pandemic for some hybrid entrepreneurs was incremental. Leading Akula and Singh (2021) to acknowledge that resilience, strategic agility, and proactive business transformation was needed for business survival, more especially for small and medium enterprises as they are prone to failure during a crisis like this.

7.2.5. Conclusion to additional theme identified: Intended end goal for the path chosen

The research outcomes unearthed hybrid entrepreneurs intended goal for the path chosen to be the fundamental reason for venturing into an entrepreneurial path after being employed full-time to be their desire for growth. For hybrid entrepreneurs, growth could not be met by their full-time job alone, hence expansion needed to be discovered through entrepreneurial ventures.

After hybrid entry, the concept of growth meant that they needed to open themselves up to be assisted by others to juggle everything and thus create lucrative businesses (Neneh, 2020).

Hybrid entrepreneurs struggled with the decision to remain persistent hybrid entrepreneurs or to make a switch to full-time entrepreneurship, regardless of the struggle, all participants wanted to expand their entrepreneurial venture, live comfortably, and retire early if they wanted to. This could be linked to one's desire for independence (Viljamaa et al., 2017) which in turn can be connected to Maslow's hierarchy of needs (Viljamaa & Varamäki, 2015).

7.2.6. Conclusion to the overall research question

The research outcomes helped to assert that the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context are intertwined within the concepts that motivate them to enter into hybrid entrepreneurship, the challenges and lessons experienced within their hybrid entrepreneurial journey over time and the factors which have enabled or constrained an individual's entrepreneurial path after entry. These are summarised succinctly below:

The supplementary income received helped to take care of hybrid entrepreneurs' families and loved ones, thus affording them the added motivation to live comfortably and thus not want for anything. Freedom and independence were a by-product of having money and it also aligned to the attainment of higher-order needs. Hybrid entrepreneurs are multifaced individuals therefore they thrive at the idea of exploring all their passions.

The added motivation for hybrid entrepreneurship is being able to empower others through one's side business. Over time one's family caused hybrid entrepreneurs to reconsider their hybrid entrepreneurial journey due to most hybrids constant struggle with balancing their time between work and their side business and for some; succumbing to family and societal pressures of wanting to follow in their families' footsteps. The internal battle that came with hybrid entrepreneurship was the lack of confidence in one's abilities and which also impacted one's decision to transition.

The question of personal development through education came up a lot as hybrid entrepreneurs prioritised both formal and informal learning which meant that they would transfer that knowledge back into their side business and full-time jobs for the benefit of their employer. Along their journey, employers were either a catalyst of hybrid entrepreneurship or a blocker – regardless of the type of employer-employee relationship that existed, for the duration of their employment hybrid entrepreneurs remained focused on prioritising their employer deliverables and maintaining an open and honest relationship.

The influence of age, gender and race were subjective to one's industry. Through their experiences, the intended end goal for the path chosen was the expansion of business ventures, being able to live the life of their dreams and retiring early.

7.2.7. Revised conceptual framework

The conceptual framework previously presented in chapter one has been revised based on the research outcomes and subsequent principal conclusions (see Figure 4). The amendments are illustrated via the green text boxes and red writing, these reflect the probable nuances of difference (which are further illustrated by the black 'n' textbox) compared to hybrid entrepreneurship literature.

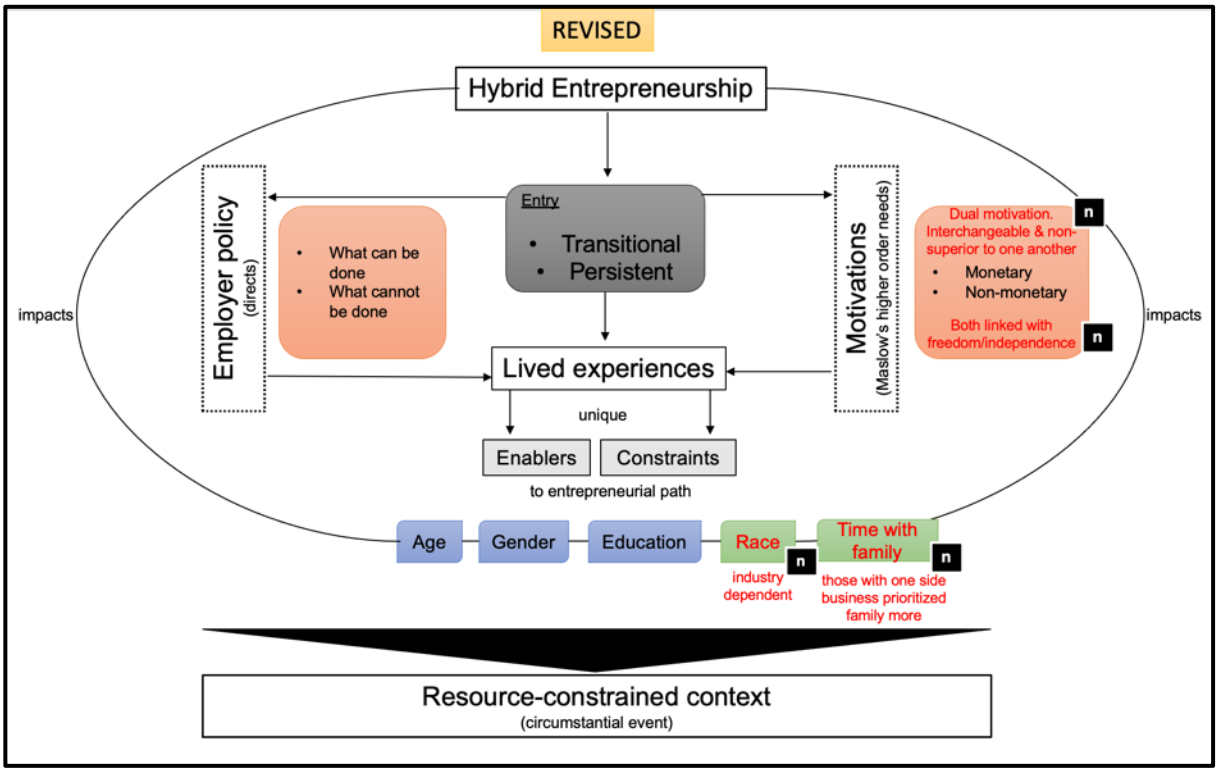

Figure 4: Hybrid entrepreneurship revised conceptual framework (Source: The researcher's compilation)

7.3. Research contribution

This research study makes a tentative contribution to existing hybrid entrepreneurship literature through its interpretative and descriptive examination of the essence of lived experiences and motivations of hybrid entrepreneurs within a resource-constrained context like South Africa.

The small contribution made by the research proposes an extension of hybrid entrepreneurship literature because the nuances of differences found consider the characteristics of the developing country context. The tentative enhancement of theory speaks to the duality of motivation that exists in monetary and non-monetary motivation, the hybrid entrepreneurial view of empowerment, using one's family as a transition strategy to full-time entrepreneurship, the prioritisation of family by hybrid entrepreneurs with one side business

versus multiple side businesses, entry motivators within the gender gap and the impact of one's ethical background on entry and general exploitation of opportunities.

The impact of extending hybrid entrepreneurship literature can be rationalised by the following theoretical conclusions:

With respect to sub-research question one, the tentative extension of hybrid literature stems from hybrid entrepreneurs in a resource-constrained setting linking freedom and independence with the attainment of money. Money for them is a source of freedom. In existing hybrid entrepreneurship literature, freedom and independence are linked to monetary motivation (Viljamaa et al., 2017), however, there is a slightly different placement when it comes to the South African hybrid entrepreneurs where the duality of motivation exists resulting in monetary and non-monetary motivation to be used interchangeably as they are deemed non-superior to one another.

In addition, hybrid entrepreneurs excluded themselves as the ones who are empowered by entrepreneurship. They, therefore, see empowerment extrinsically (for the benefit of the people they touch through their hybrid entrepreneurial ventures) rather than intrinsically as per current literature by Sessions et al. (2021).

With respect to sub-research question two, the tentative extension of hybrid entrepreneurship literature stems from the responsibilities linked to family causing one to switch from hybrid entrepreneurship to full-time entrepreneurship thus making family their transition strategy. In existing literature (Folta et al., 2010; Solesvik, 2017; Neneh, 2020) limited evidence points to family being a catalyst for switching as most scholars often connect one's family to one entering hybrid entrepreneurship because of wanting additional income.

In addition, hybrid entrepreneurs from enterprising backgrounds were encouraged by their families to have a full-time job first before going into full-time entrepreneurship so that they could benefit from the transfer of skills and networks gained from being part of the workforce and hybrid entrepreneurs with one side hustle seemed to prioritise family more than those with multiple side hustles.

With respect to sub-research question three, the tentative extension of hybrid entrepreneurship literature stems from hybrid entrepreneurship being attractive to all ages because of the timing of entry and self-belief and not income level and spontaneity as per existing literature (Thorgren et al., 2016).

In addition, race was seen as an enabler to enter hybrid entrepreneurship due to BEE and a hindrance to entering hybrid entrepreneurial pursuits for black participants due to discrimination preventing them from taking up or being afforded opportunities.

With respect to sub-research question four, there were no noted nuances of difference that could make an incremental contribution (as seen in Table 20 of the previous chapter).

7.4. Recommendations for management and/or other stakeholders

The revised conceptual framework (see Figure 4) provides employers with a view of how their policies impact the employee-employer relationship. For them to get adequate value from their hybrid employees, they need to be cognisant of creating an environment that is truly entrepreneurial so that the benefits can be reaped from both sides.

In some organisations, the culture of support for hybrid employees is not existent and senior managers are thus given the power to restrict their employees' entrepreneurial endeavours by spreading the narrative that since the organisation pays for an employee's salary, they owned all their time. These senior managers would have to fix the disparities that exist within their organisations so that they can reap positive outcomes from hybrid employees, namely, high performing engaged employees who are an advocate for the company (positive employer image) and are satisfied with their job (resulting in employee retention).

In addition, stakeholders must be cognisant of the racial, gender and age disparities that exist within their industries and thus put corrective measures in place so that those industry gatekeepers cannot have the authority to discriminate against people by the basis of their age, gender, or race. Organisations have policies that speak to this; however, it seems like there is no action nor repercussions behind these policies that instil lasting change.

7.5. Limitations of the research study

The research study limitations identified below refer to the study as a whole:

The research study focused on hybrid entrepreneurs' motivations and lived experiences; it thus honed in on the employer from that perspective. The employer was noted to be essential as they direct policy impacting full-time employees; hence it would be insightful to understand hybrid entrepreneurship from their perspective within a resource-constrained context.

The research study had a single-minded objective of broadly examining the lived experiences of hybrid entrepreneurs in a resource-constrained context, however, a deep dive into the racial dynamics that prevail within a resource-constrained context would have been good to explore.

The research study did not focus on the unique lived experiences of hybrid entrepreneurs with multiple side businesses. This would have provided an interesting twist to the insights derived.

Families were noted as important in the lives of hybrid entrepreneurs, both as benefactors and motivators of hybrid entrepreneurs. The main limitation of the study is that it did not focus on hybrid entrepreneurship from the perspective of family members.

7.6. Recommendations for further research

Based on the principal conclusions of this research study, the recommendations for further research are:

There is a need to explore the impact of ethnicity on hybrid entrepreneurship in emerging market economies. This research study touched on the different nuances briefly, existing literature admits that there are disparities based on one's cultural background, community, and context, however, it does not delve deeper into the true dynamics of race within the hybrid entrepreneurship domain.

Further understanding is required to unpack the lived experiences and motivations of hybrid entrepreneurs with multiple side businesses. As a result of triangulation, this study found certain pertinent differences between people with one side business versus multiple side hustles, however, a more comprehensive study would need to be done to understand true dimensions.

Future research would need to explore the employer-employee relationship within the paradigm of hybrid entrepreneurship to understand how the relationship affects hybrid entrepreneurial success and to elevate the voice of the employer so that they can get value from their hybrid employees.

Future research could investigate the lived experiences of hybrid entrepreneurs' family members to understand the true impact of hybrid entrepreneurship on the main beneficiaries of hybrid entrepreneurship.

Future research would need to take an in-depth look at other emerging market economies with respect to the motivations and lived experiences of hybrid entrepreneurs so that one can uncover whether similar outcomes are found.

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APPENDICES

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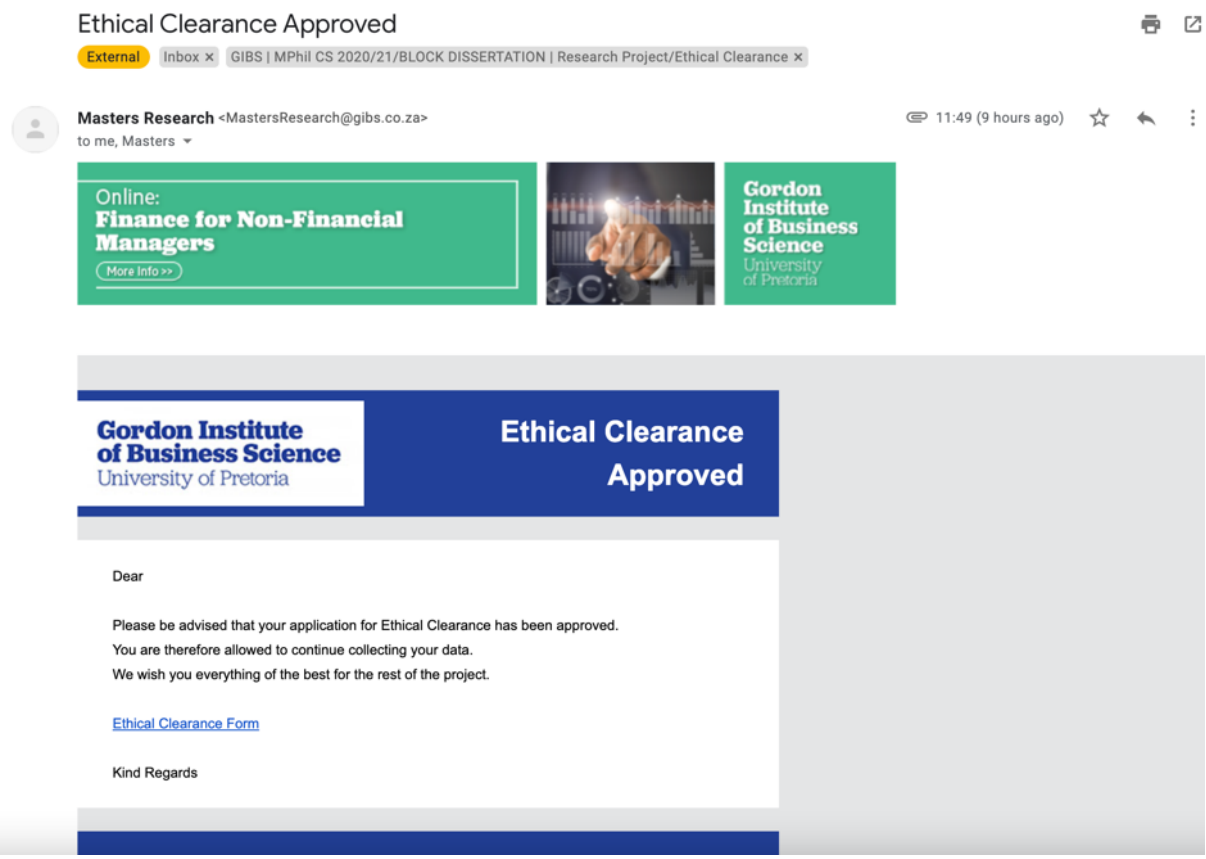
APPENDIX A: ETHICAL CLEARANCE APPROVAL



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APPENDIX B: EXAMPLE OF THE INVITATION TO PARTICIPATE

To whom it may concern,

I am conducting a research study in partial fulfilment of the Master of Philosophy in Corporate Strategy at the University of Pretoria's Gordon Institute of Business of Science. My research study seeks to understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context.

If you are a full-time employee with a side hustle/s you've had for the past 2 years. I would like to interview you. Kindly reply with your availability. The interview will take place online and will not exceed **60 minutes**. To ensure your **confidentiality**, your responses will be reported and stored without identifiers. Your participation is **voluntary, and you can withdraw at any time without penalty.**

Many thanks,
Xxxx Xxxxxx (MPhil CS Candidate at GIBS Business School)

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APPENDIX C: EXAMPLE OF THE CONSENT LETTER

To whom it may concern,

I am researching the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context. Our interview is expected to last **60 minutes** and will help us understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context. **Your participation is voluntary, and you can withdraw at any time without penalty.** By signing this letter, you are indicating that you have permitted for:

- The interview to be recorded;
- 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 to ensure your **confidentiality**.

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

Researcher name: Xxxx Xxxxxx
Email: 22193686@mygibs.co.za
Phone: +27 00 000 0000

Research Supervisor name: Prof. Kerrin Myres
Email: myresk@gibs.co.za
Phone: +27 11 771 4000

Signature of participant: _____
Date: _____

Signature of researcher: _____
Date: _____

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APPENDIX D: PARTICIPANT INTERVIEW GUIDE

Qualitative Interview Discussion Guide

Facilitator: Xxxx Xxxxxx

Testing date: July to August 2021

Research Objectives

- To understand the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context.
- To understand the extent to which monetary and non-monetary benefits motivates individuals to become hybrid entrepreneurs.
- To gain a deeper understanding of one's hybrid entrepreneurial journey (challenges encountered and lessons learned over time).
- To understand which factors have enabled an individual's entrepreneurial path after entry.
- To understand which factors have constrained an individual's entrepreneurial path after entry.

Introduction [5 minutes]

Hello [**Research participant's name**], my name is Xxxx Xxxxxx.

I would like to thank you for **taking the time** and making the effort to meet with me today. It is appreciated. I'm a Master of Philosophy in Corporate Strategy student at the University of Pretoria's Gordon Institute of Business of Science (GIBS Business School) and today my task is to understand the drivers and barriers of hybrid entrepreneurship in South Africa.

You were chosen to participate in this particular study because you work full-time and have one or more side businesses (as per the pre-qualifying criteria you completed when you opted-in).

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Before we start the conversation. I would like to ask your **permission to record** this session. The reason for recording the session is so that I can capture everything you share with me and not lose any critical information. Once the required insights have been obtained, I will ensure that the **recordings and transcripts are securely stored and destroyed** after the applicable retention period has expired as per the GIBS Ethical Committee mandate.

Please note that I am recording the session for my reference when compiling the research report. **Do I have your permission to continue recording?**

Facilitator to let the participant answer: If 'yes' continue and if 'no' terminate the session.

I would like to encourage you to be as **truthfu**l and **honest** as possible during the session as all feedback positive and negative are welcome. My role is to understand you and the reasons behind your answers. Therefore, please be at ease and tell me what you think and experience. There are no **right or wrong answers**.

The session will be **around 45-minutes** unless we digress too much; in that case, I will steer us back to the topic for us not to go over **60-minutes**. I will start with a few questions and in closing, I shall recap your overall thoughts and experience.

Do you have any questions before we begin?

Ice breaker questions [5 minutes]

Facilitator: Now that you understand the purpose of the study and what my role is. I would like to know a bit more about you.

1. Tell me a bit more about yourself (*your work, interests, and passions*).

2. You mentioned that you …. (*mention where they work/what they do*), can you please share how long you've been in this career?

Potential probe: Is your current employer aware that you have a side business? If so, why? If not, why?

3. Can you tell me more about your side business?

Potential probe (if not mentioned): What products or services do you offer? How long have you had your side business?

Foundational questions [45 minutes | around 6.5 minutes per question]

Related to the primary research question:

4. Explain your journey with a hybrid entrepreneurial venture? (*Allow participant to elaborate*)

Other potential probes (if not mentioned): What led you to choose an entrepreneurial path while being employed full-time? How do you balance both? Have you ever considered climbing the corporate ladder? Have you considered changing jobs as means to chase their passion? If so, why? If not, why?

Related to sub-research question one:

5. What motivates you to become a full-time employee with a side business?
6. How important are the reasons you've just mentioned?

Allow the participant to elaborate on the rationale.

Related to sub-research question two:

7. Tell me more about the lessons you've learned whilst in hybrid entrepreneurship
8. What would you say are your highlights?

Allow the participant to elaborate on the rationale.

Related to sub-research question three:

9. What factors made your entrepreneurial path easier?

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Potential probes (if not mentioned): Age, gender, education, or employer support?

Related to sub-research question four:

10. What factors made your entrepreneurial path harder?

Potential probes (if not mentioned): Age, gender, education, or employer support?

Closing questions [5 minutes]

Facilitator: I am going to ask you one last question before we conclude this session.

11. Based on what we've discussed today… do you have any additional commentary to add to the topic discussed?

Facilitator: We have concluded the interview now. Thank you so much for your time and for sharing your thoughts and experiences with me today. Your feedback is highly valued.

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APPENDIX E: QUALITATIVE LIST OF DESCRIPTIVE CODES

Table 21: Qualitative list of descriptive of codes

Codes	Categories
A great support structure is essential to achieving balance	Balancing both
Balance is achieved by compartmentalizing your life	Balancing both
Balance is achieved by focusing on end goal	Balancing both
Balancing both come from trial-and-error	Balancing both
Dedicates weekends and after hours for side hustle	Balancing both
Delegation is important to achieving balance	Balancing both
Health problems arise when balance is not achieved	Balancing both
Negotiate terms to enable you to balance both with your employer	Balancing both
Sneaks in time to do HE things during workday	Balancing both
Sometimes feel overwhelmed	Balancing both
Switched to a less intense role to do both	Balancing both
Time management is crucial to balancing both	Balancing both
A highly competitive industry	Constraints to hybrid entrepreneurship
Being overly confident in your abilities	Constraints to hybrid entrepreneurship
Continuously evolving industry platforms	Constraints to hybrid entrepreneurship
Glass ceiling at companies	Constraints to hybrid entrepreneurship
Industry gatekeepers	Constraints to hybrid entrepreneurship
Inferiority complex sometimes creeps in	Constraints to hybrid entrepreneurship
Lack of knowledge of what is expected as an entrepreneur	Constraints to hybrid entrepreneurship
Lack of resources	Constraints to hybrid entrepreneurship
Not being transparent with your employer	Constraints to hybrid entrepreneurship
People already in the industry not wanting to share info	Constraints to hybrid entrepreneurship
Receiving regular income from FTJ can make you lazy	Constraints to hybrid entrepreneurship
Scared of sacrificing current family lifestyle	Constraints to hybrid entrepreneurship
Scared to fail therefore playing it safe	Constraints to hybrid entrepreneurship

Side hustle doesn't offer stable income	Constraints to hybrid entrepreneurship
Sometimes dual deadlines result in clashing	Constraints to hybrid entrepreneurship
Your FTJ affects the scaling up of side hustle	Constraints to hybrid entrepreneurship
Current employer is aware and not supportive	Managing the relationship with the employer
Current employer is aware and supportive	Managing the relationship with the employer
Employers must understand that employees are multifaceted	Managing the relationship with the employer
Look for opportunities to collaborate with your employer	Managing the relationship with the employer
Priority is to complete FTJ work first	Managing the relationship with the employer
Being transparent with your employer	Enabler
Building a good relationship with your employer	Enabler to hybrid entry
Creating true value for your clients	Enabler to hybrid entry
Employers that would like you to grow	Enabler to hybrid entry
Having an unmatched work ethic is imperative	Enabler to hybrid entry
Having retainer clients for your side hustle	Enabler to hybrid entry
Learning something new all the time	Enabler to hybrid entry
Parents funding your side hustle/s	Enabler to hybrid entry
Side hustle activities spark one's creativity	Enabler to hybrid entry
Strong faith to rise above all challenges faced	Enabler to hybrid entry
Using your networks to help you succeed	Enabler to hybrid entry
Grow in my side hustle (expand into other ventures)	End goal for hybrid entrepreneurial path
To keep both FTJ & side hustle	End goal for hybrid entrepreneurial path
To live a comfortable life	End goal for hybrid entrepreneurial path
To resign from FTJ & concentrate on side hustle/s	End goal for hybrid entrepreneurial path
To retire early	End goal for hybrid entrepreneurial path
Prioritising family is important during HE path	Family first
Freedom	Highlights of hybrid entrepreneurship
FTJ no longer funds side hustle	Highlights of hybrid entrepreneurship
Getting respect from people already in the field	Highlights of hybrid entrepreneurship

Landing new business	Highlights of hybrid entrepreneurship
Venturing out on a different path	Highlights of hybrid entrepreneurship
Working with different people	Highlights of hybrid entrepreneurship
Side hustle profits negatively affected by lockdown	Impact of COVID-19
The pandemic has made the world accessible	Impact of COVID-19
Age could cause people to think you are not experienced	Influence of age on hybrid entrepreneurship
Age is not a hindrance in some industries	Influence of age on hybrid entrepreneurship
Gender is a hindrance in some industries	Influence of gender on hybrid entrepreneurship
Gender is not a hinderance in some industries	Influence of gender on hybrid entrepreneurship
Race is a hindrance at times due to the racism that exists	Influence of race on hybrid entrepreneurship
Race is not a hindrance to succeed in some industries	Influence of race on hybrid entrepreneurship
Entry linked to hobby	Journey
Experimented with lots of side hustles along the way	Journey
Final thoughts: This is a worthwhile journey	Journey
Founded side hustle with a loan	Journey
FTJ different from side hustle	Journey
FTJ offers stability of income	Journey
Grew up within a family of entrepreneurs	Journey
Growth through leaving FTJ and growing side hustle	Journey
Idea to start side hustle linked to personal need	Journey
Intrigued to start side hustle from FTJ	Journey
Inward pressure to reach goals at set milestones	Journey
Journey: Side hustle is a back-up plan (uncertain job market)	Journey
Loves FTJ	Journey
Minimal support as most people don't see your vision	Journey
Pressured to follow in parents' footsteps	Journey
Seeking validation from loved ones and society	Journey
Started side hustle with a business partner	Journey
Still wants to grow through climbing up the corporate ladder	Journey
Transitioned from HE to FTE & back to HE	Journey
Transitioned when they reached Senior Management	Journey
Was initially worried whether side hustle will work out	Journey
As PDI in SA - keep going & don't give up	Lessons learned

Be accountable to yourself & your business	Lessons learned
Be prepared for a rainy day	Lessons learned
Be strong and develop a thick skin	Lessons learned
Be vocal about the things you want	Lessons learned
Do it on your own	Lessons learned
Do your research before jumping into it	Lessons learned
Don't put yourself in a box	Lessons learned
Effective client management is essential	Lessons learned
Effective supplier management is essential	Lessons learned
Employ talented people who add-value	Lessons learned
Entrepreneurship is a long, lonely & hard journey	Lessons learned
Get a mentor	Lessons learned
Hard work and focus are imperative to success	Lessons learned
Hire others to assist	Lessons learned
Just do it. Don't be afraid to fail. Run to your dreams	Lessons learned
Know your strengths & weaknesses	Lessons learned
Lesson: You cannot trust everyone	Lessons learned
Lesson: Your side hustle must eventually run without you	Lessons learned
Marketing your own business is hard	Lessons learned
Navigating partnerships properly is important	Lessons learned
Nothing ventured, nothing gained	Lessons learned
Rest is essential in the pursuit of success	Lessons learned
Take it one step at a time	Lessons learned
Your FTJ will most often fund your side hustle	Lessons learned
Your FTJ would mostly likely be your back-up plan	Lessons learned
Motivated by making money	Monetary motivation
Career peak reached	Non-monetary motivation
I want more for myself than my FTJ can offer me	Non-monetary motivation
I want to be in control	Non-monetary motivation
I want to prove to my parents that you can make it	Non-monetary motivation
I want to provide for my children and/or family	Non-monetary motivation
Intends to mimic a positive work experience with side hustle	Non-monetary motivation
No jobs available in career industry of choice	Non-monetary motivation
Side hustle enables me to live the life of my dreams	Non-monetary motivation
Side hustle is a passion	Non-monetary motivation
Side hustle/s bring out multifaceted nature	Non-monetary motivation
Started off career intending to be an entrepreneur	Non-monetary motivation
Wants to empower and/or help others	Non-monetary motivation
Education is important to succeed	Importance of education

Education is not a hindrance to succeed in some industries	Importance of education
Refuses education when paid for by employer	Importance of education
Side hustle requires practical experience	Importance of education
Uses the skills learned from FTJ in side hustle & vice versa	Transferable skills

Source: The researcher's compilation

Gordon Institute of Business Science
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APPENDIX F: CERTIFICATION FOR ADDITIONAL SUPPORT

I hereby certify that

- ***I DID NOT RECEIVE*** *any additional/outside assistance (that is, statistical, transcriptional, thematic, coding, and/or editorial services) on my research report:* **Understanding the motivations and lived experiences of hybrid entrepreneurs in a resource-constrained context.**

I hereby declare that all *interpretations (statistical and/or thematic) arising from the analysis and write-up of the results for* **my study were completed by myself without outside assistance**.

NAME OF STUDENT: Xxxx Xxxxxx

SIGNATURE:

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