



An exploration of the factors that contribute to hybrid entrepreneurship sustainability: A case of City of Tshwane Municipality, Gauteng in South Africa

By

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Declaration of original work

I Appriciate Thikhedzo Makhuba, student number 18001940 hereby declare that this dissertation presented, is my authentic and work, except for the cited sources contained therein, that has been aptly knowledge with references. Furthermore, I hereby declare that this dissertation has not been submitted before to any other institution for a related degree award.



Signature _____

Date 10/ 02/ 2025

Ethical clearance declaration

I, Appriciate Thikhedzo Makhuba student number: 18001940, with ethical clearance number: FMC/24/BMA/18/0111, I hereby declare that I am aware of the University of Venda' research ethics policy, as such I have taken precautionary measures to abide by the regulations.

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Date 10/ 02/ 2025

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Dr L.G Nkondo- Supervisor of the project report.

Mr. S Zindiye- Co-supervisor of the project report.

DEDICATION

This study is wholeheartedly dedicated to my mother, who has been very supportive, emotionally and financially, towards the entire course of the study.

Also, to God who strengthened me, and guided me towards the finish line.

DATA AVAILABILITY

The dataset collected and analyzed during the current study are not publicly available, for confidentiality reasons, however, they are available from the author on a reasonable request.

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ABSTRACT

The concept of hybrid entrepreneurship was previously classified as either professional labour or self-employment to an extent that it was regarded as an act of “double-dipping”. On contrary it now stands at a forefront as a mechanism that generate supplementary income. However, the phenomenon of hybrid entrepreneurship has not been fully studied, as the most common studied aspects relates to the benefits of hybrid entrepreneurship, and its transitory decision notion. Thus, it has left a knowledge gaps pertaining to challenges of hybrid entrepreneurship and sustainability strategies. Therefore, in this context, the present study has investigated the factors contributing to the establishment of hybrid entrepreneurship, challenges of hybrid entrepreneurship and sustenance strategies thereof. To conduct the study in appropriate to meaningful conclusion the researcher has adopted the methodological assumption, guided by interpretivism paradigm, which led to the adoption of a qualitative research approach. This has enabled the researcher to gain an in-depth understanding of human behavior, and experience shared by hybrid entrepreneurs. As a result, this study was piloted with two participants before commencing with the main data collection process which entail 16 more participants. The pilot study was done to expose the researcher to the data collection process and to improve the questioning and probing skills of the researcher. Furthermore, thematic analysis process was adopted to deduce the meaning behind the participants’ words and experiences, with the use of ATLAS.ti. software to analyse data, code and develop themes. The findings showed that individuals are compelled to venture into hybrid entrepreneurship out of financial necessity, passion, gaps in employment and career enhancement opportunities (promotions). Also, it was found that the professional industries play a vital role in empowering hybrid entrepreneurs through equipping them with the knowledge and skills; also, family support and motivation, and community and social issues are also influential towards the establishment of hybrid entrepreneurship. Furthermore, the results have also shown, that hybrid entrepreneurs face difficulties with the management of time, overwork and fatigue, financial constraints, client mistrust and reliability issues - which hampers market and business operations. Therefore, in order for hybrid entrepreneurs to overcome these at some point they had to use their salaries to finance side- businesses; they normalise executing business tasks after working hours or in their free time. Also, they transfer the knowledge and

skills across both spheres. They further eliminate untrusted clients and maintain a robust clientele that is profitable to the business, which helps to maintain the clientele, and sustain their businesses. This study is amongst the first to provide sustainable strategies towards guiding hybrid entrepreneurs to ensure survival. The study has further contributed to a reliable and comprehensive knowledge of this phenomenon through investigating challenges of hybrid entrepreneurship and the factors contributing to its establishment. Thus, it has enabled the identification of new factors, in addition to the established ones like financial supplement and passion. The recommended strategies for survival have opened a knowledge gap for future researchers, on the impact of hybrid entrepreneurship on economic growth, because when a business is sustained and generates income, it is likely to have an impact on economic growth. The study suffered from time constraints as it was supposed to be completed within a specific period but was delayed.

KEY WORDS

Hybrid entrepreneurship challenges, sustenance strategies, time management, formal employment, monetary factor.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

The concept of “hybrid entrepreneurship” was previously categorised into mutually exclusive sets of either professional labour or self-employment; however, it now stands at the forefront of multiple income generating mechanisms (Kurczewska, Mackiewicz, Doryn & Wawryniak, 2020). This is due to the globalization, diversity and connectivity that has introduced the context of working remotely, which is gradually replacing the traditional working context. As a result, people are constantly adjusting to the new ways of working, and they no longer want to stay in one career for eternity, but intend to build multiple careers, which includes establishing side businesses (Molenaar, 2016). Thus, the development of digital marketing, for instance, has created so many businesses opportunities, and it has made the idea of having two jobs less tedious (FINRA, 2024).

The most studied phenomenon of hybrid entrepreneurship relates to the benefits, the necessary transitory decision that have to be made and the reasons for hybrid entrepreneurs’ existence (Kurczewska, *et al.*, 2020). This is an evident, that shows the gaps in hybrid entrepreneurship phenomenon, on aspects such as challenges and sustainability strategies.

This study will further contribute to the existing literature, particularly in three ways. Firstly, by further determining the factors that contribute to the establishment of hybrid entrepreneurship, focusing on various aspects, monetary factor, personal growth and social impact. Secondly, it explores the challenges faced by hybrid entrepreneurs from both spheres, their professional employment and side-businesses. Lastly, it articulates the strategies towards the sustenance of hybrid entrepreneurship, that also helps to mitigate the discovered challenges.

1.2. Context of the Study

Hybrid entrepreneurship is referred to a combination of an employment with a business (Ferreira, 2020). Thus, the culture of hybrid entrepreneurship is evolving,

recently the establishment of side-businesses has increased from 54% in 2023 to 57% in 2024 (Moodley, 2024). This was driven by the changes in globalisation, that have made it possible for individuals to have multiple sources of income, which in South Africa amounts to 1 out of every 3 employed population (Shannon, 2023).

The establishment of side-business in South Africa has become a norm, which most working individuals have shown interest in, and are taking part in it. Most especially considering that, there are no restrictions policies for side businesses, except for the Public Sector Act of 1994 (Act No: 103 Of 1994) Section 30(1), which; however, restricts government or state employees from conducting a business or any commercial activities with the state or an organ of a state. Thus, any action against this Act is considered as a misconduct and may result in disciplinary action and even termination of employment (Gabara, 2022; Copley, 2023).

Therefore, this act only restricts state employees from conducting commercial activities with the state, directly or indirectly, which does not include non-profit companies. On contrary state employees can still take part in non-profitable businesses, serving in a voluntary capacity; also, they can still establish their side businesses that has no commercial dealings and still take part in hybrid entrepreneurship activities (Gabara, 2022).

1.3. Statement of problem

There had been variety of factors identified to be influential in establishment of hybrid entrepreneurship, but minimal studies on the challenges faced by hybrid entrepreneurs and the possible solution thereof in addressing the challenges for the betterment of this entrepreneurial sector. Thus, the present study has taken the initiative to investigate various factors concerning hybrid entrepreneurship, in particular, the challenges faced by hybrid entrepreneurs in Tshwane and the strategies implemented for sustenance.

1.4. The Aim of the study

a. Aim of the study

The study aims to explore factors contributing to the establishment of hybrid enterprises in Tshwane Municipality, the challenges faced by hybrid entrepreneurs and the strategies implemented towards their sustenance.

b. Objectives

- i. To determine the factors contributing to the establishment of hybrid entrepreneurship in Tshwane Municipality.
- ii. To explore challenges faced by hybrid entrepreneurs.
- iii. To articulate strategies implemented towards the sustenance of hybrid entrepreneurship.

1.5. Research Questions

- a. What are the factors that contribute to the establishment of hybrid entrepreneurship?
- b. What are the challenges faced by hybrid entrepreneurs?
- c. Which strategies are implemented to sustain the hybrid entrepreneurship structure?

1.6. Justification for the study

Previously, hybrid entrepreneurship was identified as a bridge between full-time employment and full-time entrepreneurship, thus, some of the studies conducted on this phenomenon was focused mainly on the transitory nature of hybrid entrepreneurship, such as in the study of (Folta, Delmar and Wennberg, 2010). Other studies focused on the factors; for an instance, the study of (Kurczewska, Mackiewicz,

Doryn, & Wawrzyniak, 2020) investigated the factors motivating the establishment of hybrid entrepreneurship but not its sustainability. This has presented a knowledge gap on the aspect of sustainability, especially on side-businesses as they might be difficult to sustain. Thus, this study has focused on the challenges faced by hybrid entrepreneurs first, then the strategies towards their sustainability. Therefore, the findings of the study may contribute knowledge to the factors towards establishment of hybrid entrepreneurship, challenges faced by hybrid entrepreneurs in sustaining both spheres and the strategies that can be implemented to sustain hybrid entrepreneurship.

1.7. Delimitation of the study

The sample of the study was selected non-randomly, thus, some the participants were not easily reachable. The study was, therefore, limited in terms of participants, but since it adopted the data saturation method for sample size, the data collected, was sufficient as the data collection process only stopped after a saturation point was reached.

1.8. Operational definitions

1.8.1. Entrepreneurship

Ratten (2023) defines entrepreneurship as a business opportunity, which uses existing, new or recombination of resources in an innovative way. Furthermore, it enables access to financial freedom and personal fulfilment, with control that can lead to a greater sense of autonomy, ownership, pride, and satisfaction in one's task (Olawas, 2023). This study defines entrepreneurship as an innovative way of creating opportunities, and managing the readily available resources to generate income, and acquire self-efficacy, that forms part of economic development and growth.

1.8.2. Employment

Employment is a traditional way of generating income that is assumed to be less risky, provides income stability, and has flexible working hours (Olarewasu, 2023). The current study defines employment as a working arrangement, which provides salary in exchange for duties that an employee should perform or carry out.

1.8.3. Side-business

Mwaura (2017) defines a “side hustle” as business ran by someone who holds a full-time employment position; thus, it is believed to be a business that operates after working hours, on weekends and on holidays. In the present study a “side business” is a commercial activity that is established alongside full-time employment which can also be established first, before employment but the two should be combined, either way.

1.8.4. Hybrid entrepreneurship

The study of Viljamaa *et al.* (2017) identified two types of hybrid entrepreneurs. Firstly, there are persistent hybrid entrepreneurs, who engage in entrepreneurial activities without growth orientation or an intention to transit into full-time entrepreneurship. Secondly, there are transitory hybrid entrepreneurs, who venture into hybrid entrepreneurship with high goals, and are basically testing their business ideas, whether it has potential for growth and they want to transit into full-time entrepreneurship, later. The present study sees hybrid entrepreneurship as an act of tackling two income streams, employment and a side-business, at the same time.

1.8.5. Hybrid entrepreneurship sustainability

According to Mwaura (2017) hybrid entrepreneurship sustainability is a strategy for self-improvement, which shows a continuous effort and capability in a constrained economy. Furthermore, it also shapes one’s identity and presents an opportunity for self- development in a pre-cautious social and economic context.

The current study defines the sustainability of hybrid entrepreneurship as an act of persistently ensuring business continuity while keeping a salaried employment, hence, without quitting the side-business after unsuccessful try.

1.8.6. Risks and uncertainty

In this present study, risk and uncertainty refer to unforeseen hazards or challenges that are attached to hybrid entrepreneurship. This includes - loss of a current job or stagflation, business failure, changes in market prices and other challenges - that can result in losing one of both spheres of income.

1.8.7. Monetary factors

Monetary factor in the current study is one of the factors that contribute to the establishment of hybrid entrepreneurship, because of its capacity to generate financial benefits. This is based on the concern that employment alone is incommensurate with the hybrid entrepreneurs' finances expectations. The income that a side business can generate becomes improvisation and creates independence in the face of uncertain financial circumstances (Watkins, 2023).

1.8.8. Non-monetary factors

This study defines non-monetary factors as non-financial motives that contribute to the establishment of hybrid entrepreneurship. As a result, individuals may venture into hybrid entrepreneurship to pursue their passion and have a sense of self-efficacy, without any financial benefits' expectations,

1.9. Summary

This chapter gives an overview summary of the study, in term of the aims, problem statement and the objectives. The aim of the present study is to contribute to the knowledge on hybrid entrepreneurship. This was through investigating the factors that contribute to the establishment of hybrid entrepreneurship, the challenges in sustaining hybrid entrepreneurship and strategies to manage and sustain hybrid entrepreneurship.

1.10. Literature Review

This section gives an overview of literature review, through a discussion of the objectives in Section 1. In this section the researcher explored the existing knowledge on factors that contributes to the establishment of hybrid entrepreneurship, the challenges faced by hybrid entrepreneurs and strategies in sustaining hybrid entrepreneurship.

1.10.1. Factors contributing to the establishment of hybrid entrepreneurship

Establishing a side business alongside full-time entrepreneurship, is a complicated task, therefore, for someone considering walking along the hybrid entrepreneurship path, they should be willing to take risks and make sacrifices. Therefore, in order for someone to establish a side business, they should be willing to make commitment and allot time wisely; invest strength and interest; validate business ideas; set SMART goals and outsource services when required. Furthermore, new hybrid entrepreneurs should seek objective feedback and never blur the lines between full-time job and a side business (Robinson, 2017).

1.10.1.1. Monetary factors contributing to hybrid entrepreneurship.

Hybrid entrepreneurs have the advantage to finance their side-businesses establishment and maintenance using their salaries from the traditional employment, as they require little resources as compared to other types of businesses. Apart from the financing side business directly with paid job income, these salaries act as collaterals for loans and overdraft that hybrid entrepreneurs can use to establish their side businesses. On contrary hybrid entrepreneurs already earn an income that can afford them a decent a living, thus, side businesses are mostly used as a source to generate an extra income to maintain luxurious living standard. Thus, these are the ne privileges that hybrid entrepreneurs have over full-time entrepreneur (Manana, 2021).

1.10.1.2. Non-Monetary factors contributing to the establishment of hybrid entrepreneurship

Hybrid entrepreneurs establish side businesses for various reasons, apart from income supplement, this includes self-efficacy to build competence, as well as to enhance self-determination, and self-fulfillment (Crider, Alireza, Peake & Digan, 2024). The idea of hybrid entrepreneurship can also result from a burning desire or passion to pursue a certain business idea, which has been hindered by circumstances, such as lack of capital (Bilal & Rasool, 2020). Therefore, establishing a side-business alongside employment may enhance creativity and self-realization, especially if both spheres are complementary to each other (Heilmann & Ekonen, 2022). For an instance it is easier to transfer resources between employment and side business, such as skills and experiences, which can strengthen the sustenance of hybrid entrepreneurship (Iram & Bilal, 2024).

1.10.2. Challenges in hybrid entrepreneurship

Entrepreneurship on its own it is considered risky, on the other hand employment has its challenges as well, and all these could make juggling the two spheres very demanding (Benitez, Bonilla & Vergara, 2022). Full-time jobs sometimes are rigid or toxic, and this makes the working environment less conducive, especially for someone who is seeking to achieve self-recognition and a sense of self-fulfillment (Dzomonda & Fotoki, 2018). Furthermore, some organizational policies could be so inflexible that they do not support employees' entrepreneurial endeavors, thus, the idea of hybrid entrepreneurship requires sacrifices, investment, and willingness to take risks (Magnani & Zucchella, 2018; Manana, 2021). Moreover, hybrid entrepreneurs are sometimes excluded from accessing funds from external financial bodies and most investors are reluctant to finance this type of business, because they do not know if the latter will be able to retain returns in investments (Davis & Chambers, 2018).

1.10.3. Strategies to sustain hybrid entrepreneurship

The present study has further explored the strategies in sustaining hybrid entrepreneurship in general, thus, effective time management; management of fund and often usage of digital tools – were identified as game changers in sustaining hybrid entrepreneurship.

- Hybrid entrepreneurs should consider allotting definite times to work on a side-business, even if it is not every day. This is important to keep track of the habit, as most people think they are doing certain things more than they really are, especially when pushed for time.
- Hybrid entrepreneurs should also consider working in small sprints, to get the certain portion of job done, to avoid doing everything at one sitting.
- Sometimes waking up early and work on a side-business works for individuals with daily multiple commitment.
- It is important to outsource some of the work in order to save time, as hybrid entrepreneurs do not have much time, as compared to full-time entrepreneurs.
- Also, it is important to spend time on things that actually moves “the needle”, as the Pareto principle states that 80% of success comes from 20% of action.
- Sometimes all that is needed is to say “no” to some of the things, in order to make room for other things.
- No more “all or nothing” mindset: This mindset, is a generalized way of thinking; however, that is not always the case with a side-hustle. In many cases a business takes a different turn to what is expected, but it does not always mean it is the end of it (Frig, 2023).

1.10.4. Context of previous studies

Previous scholars on this phenomenon, have investigated on factors of hybrid entrepreneurship as well as the entry and transition from hybrid entrepreneurship to full-time entrepreneurship. The study of (Manana, 2021) discovered the need of income supplement as the main factor that contributes to the establishment of hybrid entrepreneurship. Crider *et al.* (2024) affirm that self-efficacy informs the decision

towards the establishment of hybrid entrepreneurship, however, the study by Heilmann & Ekonen (2022) focused on the contribution of self-realization towards the establishment of side-businesses. All these studies, focused on both the monetary and non-monetary factors contributing to the establishment of hybrid entrepreneurship; the present study, similarly, found diverse contributing factors.

1.10.5. Current status of the theoretical debate on the topic

The present study investigated factors contributing to the establishment of hybrid entrepreneurship, and this knowledge will contribute to the knowledge realm on hybrid entrepreneurship. Additionally, the present study investigated challenges faced by hybrid entrepreneurs, as well as strategies that can be employed in sustaining hybrid entrepreneurship. The sustainability strategies of hybrid entrepreneurship will help research audience and future researchers for future work on the phenomenon.

1.11. Research Methodology of the study

This section details the processes followed in conducting this study, focusing on aspects like - the tools or instruments used to collect data, selecting of participants, analysing procedures and any software utilised.

1.11.1. Research Paradigm

Research paradigm is referred to as - an essential collection of beliefs shared by scientists, based on their interpretation, experience and understanding of a situation. Research involves four types of paradigms: interpretivism; positivism; realism; and critical theory paradigm. Out of above four mentioned paradigms, the present study adopted the interpretivism paradigm, in order for the researcher to obtain in-depth meaning, with an assumption that human beings cannot be explored in a similar way to physical phenomena. Also, because this paradigm assumes that reality is subjective

and socially constructed, as the present study is based on human social experience (Rahi, 2017).

1.11.2. Research Approach

The research approach focuses on the techniques used to collect and analyse data; there are three distinct approaches: quantitative, qualitative, and mixed. The decision on which of these approaches should be applied to a study is informed by the paradigm choice of a researcher and the objectives of the research. The current study has employed a qualitative approach, informed by the interpretivism paradigm adopted for this study; also, because the approach involves exploring and understanding individuals' meaning ascribed to a social or human problem. This enabled the researcher to obtain rich and relevant report since interpretivists aim to fully understand the context of study without having to generalize the findings (Alharahsheh & Pius, 2019).

1.11.3. Research Design

According to Asenahabi (2019), an exploratory research design is a plan that is conducted by the researcher on a topic about which little is known. This approach is necessary when existing information on a topic is confusing or contradictory, hence, the approach is useful on topics that are overly complex or has not been previously studied. The present study, therefore, had adopted an exploratory design to allow the researcher to explore a topic with a limited coverage to aid the development of new knowledge on the phenomenon (Hunter, McCullum & Howes, 2019).

1.11.4. Research sampling

1.11.4.1. Sample frame

Sample frame refers to the guidelines to be used, when a sample is selected, with an aim of choosing prospective members of a targeted population to be used for data collection. It is imperative to choose an appropriate frame of the study, as quality of a frame may be assessed in terms of how well its idealized properties relates to the target population (Turner, 2020). The current study, thus, employed a purposive sampling technique, which entails the researcher deliberately or purposively selecting participants who have rich information about the topic, thereby, enabling the researcher to gather reliable and complete data.

1.11.4.2. Sampling techniques

Sample size is representative of the population size from which the study was conducted, therefore, the sampling design has enabled the researchers to make significant inferences about the bigger population through analyzing a smaller sample. This process requires decisions on various aspects of sampling such as - defining the target population; identifying the sampling frame; selecting the appropriate sampling method; determining the sample size; developing sampling procedure; and the consideration of ethical and practical constraints (Tiwari & Tripathi, 2024).

The sample of the present study consisted of 17 hybrid entrepreneurs with an established side businesses alongside their professional employment, they all reside in the City of Tshwane and were 18 years of age and above; have been into hybrid entrepreneurship for over a period 12 months, regardless of business type, in order to justify their experience in the field and the relevance of their data to the present study. The researcher assumed that 12 months period is sufficient for an individual to have encountered challenges and implemented certain strategies, thus, their experiences may be relevant to this study.

1.11.5. Data Collection procedure

The present study adopted a semi-structured interview, and this has enabled the researcher to obtain in-depth data, because it allowed the researcher and the participants to deliberate and do follow-ups. Interview questions elicit the interviewees' knowledge or perspective related to a phenomenon, than would be obtained from purely quantitative study (Bhat, 2019). The researcher first piloted the study with two participants, before commencing with the entire data collection process with 16 participants. Also, the questions asked were based on the objectives of the study, thus, they yielded the most relevant information possible from the participants.

1.11.6. Trustworthiness of the study

Trustworthiness refers to the systematic rigor of qualitative research; in simple terms the concept focuses on the validity and reliability in qualitative studies. The process, therefore, ascertains the credibility of research, the believability of the results and the applicability of the methods of research. Embracing trustworthiness in qualitative research enhances the depth of literature and the deployment of methods and procedure in collecting data (Rose & Johnson, 2020). Trustworthiness is crucial in assessing credibility, transferability, dependability and confirmability of the findings, rather than building validity and reliability which are considered irrelevant in a qualitative study (Madhusudan, 2023).

1.11.7. Qualitative data analysis

Qualitative data analysis is a process of describing, classifying, interconnecting, interpreting and explaining of the collected data by examining the various themes present.

Furthermore, ATLAS.ti. version 23, an advanced analytical technique was used to analyse data, and the process entailed - transcription of data, formulation of codes and development of themes from codes. Moreover, the researcher utilised findings from previous research as a way of interpreting the current data.

1.11.8. Ethical considerations

The participants or informants of the study were briefed on what the information they will share was going to be used for. They were given the assurance that, the data collected from them was going to be used for only study's purpose and was not going to be shared with any third parties. Moreover, they were also assured that this research will not bring any changes or have implications on their socio-economic lives. The researcher sought informed consent from the participants, and they signed a consent form indicating their agreement to participate in the study. Also, they were assured that, their identities will not be made public, and that the use of any deceptive practise will be avoided. Lastly, participants were assured that this study would not cause them any harm; they were made aware of their rights to withdraw from the study, at any time should they decide or feel a need to do so.

1.11.9. Summary of the section

This section had described the steps and procedure taken to collect data. This research adopted an interpretivism paradigm, that also informed the selection of qualitative approach employed on this study. Furthermore, this study employed an exploratory research design which helped the researcher to gain an understanding of the topic. A purposive sampling frame, and criterion sampling techniques were used to select appropriate people to participate who would reveal major issues as well as areas of improvement on the phenomenon of hybrid entrepreneurship.

Data was collected through semi-structured interview thus, enabled the researcher to collect more in-depth data. This study was piloted with two participants before starting with the rest of the data collection process, this was to enable the researcher to evaluate the data collection instrument and improve the questioning and probing aspects of the interviews. Furthermore, thematic analysis process was adopted to deduce the meaning behind the people's words and experiences, with the use of ATLAS.ti. software to analyse data, code and develop themes.

1.12. Summary of the chapter

In this chapter it was discovered that hybrid entrepreneurs combines both side-business and formal employment out of financial necessity, passion, self-efficacy, and self-determination and fulfilment. However, upon their hybrid entrepreneurship endeavour they are faced with challenges that includes organizational policies, whereby if they are employed by the government, they are not permitted to conduct any form of financial activity with the state indirectly or directly. Also, they face financial constraints pertaining sourcing out financial support from the investors, and sometimes even rigid work environment, that affects the sustenance of both spheres. Therefore, this study has further identified strategies that sustains hybrid entrepreneurship, which was defined as allotting definite time to work on a side-hustle, outsourcing some of the services and working in small sprints. To gather insightful data this study has adopted a qualitative method, with a purposive sampling and implemented ATLAS.ti to analyse data.

1.13. Structure of the research

Chapter 1: Proposal

This chapter gives an overview of the study it gives - the introduction and background of the study; context of the study; problem statement; aims and objectives; research questions; significance or justification of the study; the delimitation and definition, as well as summary of the literature reviewed and methodology to be utilised in conducting the study.

Chapter 2: Literature review

This chapter focuses on the existing theoretical literature in the area of the study. It gives detailed information on the context of the study, if it has been previously researched what were the contributions of those studies on the phenomenon. Focus

is also on any limitation in the literature, and where the current should focus to improve or fill the gap, as well as the literature limitations of the current study.

Chapter 3: Research methodology

This chapter provides the full methodology of the study which encompasses research paradigm; the approach or strategy of the research; research design; sample, sampling technique and sample frame of the study. It also includes data collection procedure; reliability and validity of data; data analysis process and ethical consideration to be adhered to.

Chapter 4: Description of results

This chapter presents information on the data analysis, interpretation and presentation of the collected data, after using data analytical process that will group the data findings into relevant themes.

Chapter 5: Discussion of the results

This chapter discusses the study results based on the themes generated from chapter 4 and the theoretical review from chapter 2. It links, therefore, the data collected from participants and the literature review from previous studies.

Chapter 6: Conclusion, recommendations, limitations of the study and direction for future research.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter reviews the factors that contribute to hybrid entrepreneurship from previous research. Globalization, diversity and connectivity have introduced side businesses that have gradually complemented full-time entrepreneurship and life-long employment. That has resulted in individuals not wanting to stay in one career for a lifetime, thus, are constantly adjusting the way they work and live, to accommodate side-businesses (Molenaar, 2016). The developed digital marketing has created so many businesses opportunities, and it has made the idea of having two jobs less tedious (FINRA, 2024).

Another focus of this study was the challenges faced by hybrid entrepreneurs and strategies to mitigate those challenges to ensure sustenance. As it can be very difficult to sustain a side-business especially pulling it off, while still employed (Robinson, 2017). The common challenges identified previously in hybrid entrepreneurship structure were time management and financial constraints. More especially because hybrid entrepreneurs are excluded from accessing financial support from the government and some of the investigators do not know where the hybrid entrepreneurship allegiances lie (Davis & Chamber, 2018).

As difficult may be to tackle a side business and employment at the same time, it is required of hybrid entrepreneurs to properly allot time wisely between the two spheres; setting an attainable goal; outsourcing some of the responsibilities to move time swiftly and speed up the process. Also, hybrid entrepreneurs need to adopt to a creative mindset to enable them to create possibilities and opportunities with little resources on hand, and shift focus to things that benefit their other businesses (Frig, 2023).

2.2. Entrepreneurship theories

This study identified three relevant theories; peculiarities theory, socio economic theory and persistence hybrid entrepreneurship theory – the persistence hybrid

entrepreneurship theory was found suitable or very relevant to this study, as it focuses on the sustainability of hybrid entrepreneurship.

2.2.1 Hybrid entrepreneurship peculiarities theory

Digital platforms have introduced a gig economy, that has redefined the traditional work model and allows individuals to engage in temporary jobs that provides flexibility for workers. The gig economy has showcased a transformation from traditional employment structure to remote work (telework). This has provided an opportunity for slash career, or various employment opportunities for individuals, also a freedom to establish side-businesses. The gig economy has gradually exposed people to hybrid entrepreneurial opportunities, as it has also introduced e-commerce businesses and affiliate markets opportunities, for office-based workers and other work facilities-based employees (Joshi, Jain & Gupta, 2024).

According to Wash and Stephens (2022) an entrepreneurial is a career path, to many raised out of necessity, whilst to others had been a deliberate career choice. This applies to hybrid entrepreneurship as to some it arises out of financial need and sometimes passion towards certain venture. Some organisations encourage employees to participate in entrepreneurship activities, thereby capacitating employees' entrepreneurial endeavours to start side-businesses; however, not all organisations are in an approval of their employees' hybrid entrepreneurial endeavours. Due to the assumption that employees will use the organisation resources to benefit their side- businesses and pay more attention to the side-businesses, more than their primary jobs (Meng, Tang & Wang, 2023).

Hybrid entrepreneurship peculiarities theory is relevant to this study, because it outlines factors that contribute to the establishment of hybrid entrepreneurial endeavour. This aligns with the first objective of determining the factors contributing to the establishment of hybrid entrepreneurship in Tshwane Municipality. This theory was developed by Viljamaa *et al.* (2017).

2.2.2. Hybrid entrepreneurship Socio-Economic Theory

The social cognitive theory explains how personal and environmental factors influence one's career trajectories and drives agentic career development. Socio environmental constraints and support can either inhabit or enhance career ambitions. Therefore, when individuals formulate their career intentions, the possibility is that they imagine their proactive paths and consider both personal and environmental factors, in order to align and aspire their careers accordingly, so as to meet the desired outcomes. Combining a side-business with employment could result from relevant others' opinions, because their support could inform one's hybrid entrepreneurial decision, thus, the sustenance of hybrid entrepreneurship is highly determined by situational response and reactive adaptability of the society (Brandle & Kuckertz, 2021).

The socio-cognitive theory in hybrid entrepreneurship was developed by (Brandle and Kuckertz, 2021). This theory elaborates and gives clarity about the influence of social environmental factors on hybrid entrepreneurship. The fact that hybrid entrepreneurs are individual living amongst the community whose opinions should be considered and valued, cannot be ignored, especially if the same community is regarded as the prospective customers of the established side-business. Their disapproval of a certain side-business' decision making, has an impact on the overall operation of the business, which could even result in the business' failure. This is regarded as one of the challenges faced by hybrid entrepreneurs, and it is aligned to the second objective of exploring challenges faced by hybrid entrepreneurs.

2.2.3. Persistence hybrid entrepreneurship Theory

The notion of gig economy has rapidly increased in recent years within the innovation of internet, technology advancement, globalisation and economic uncertainty, which has left employees with realistic alternative options to invest into side-businesses (Iran & Bilal, 2024).

The rise of platform technologies and increased demand for freelancers, contractors and other gig workers, has created a great supplement to full-time employment; also, paving way for side-businesses. Social media marketing, podcasts, and uber driver

have contributed to the recent growth of side-business which provide opportunities to personalize, direct and take ownership of innovative work. Furthermore, side hustle provides hybrid entrepreneurs with opportunity to explore variety of skills, which promotes individuals' sense of empowerment or sense of freedom. This concept generate income supplement for freelances and gig workers, therefore, juggling side-business alongside employment, provides hybrid entrepreneurs with an opportunity to improve their social and financial status (Brandle & Kuckertz, 2021).

The persistence theory of hybrid entrepreneurship was developed in a study of (Viljamaa *et al.*, 2017) titled - *Best of both worlds? Persistent hybrid entrepreneurship*. It was Further focused upon in a study of (Asante, Danquah, Oduro, Affum-Osei, Ankrah, Azunun & Li, 2022) titled - *Entrepreneurial career persistence of hybrid entrepreneurship*. The stability that comes with a constant fixed income, from paid employment and additional income from a side- business, is more likely to result in the sustenance of hybrid enterprises. This theory is aligned to the third objective of the study which is to recommend strategies towards the sustenance of hybrid entrepreneurship.

2.3. Entrepreneurship Regulations and Policies

Out of approximately two million small businesses in South Africa, only about 15% of them are sustained, constantly growing and has created job opportunities (Watkins, 2023). The South African government has the mandate and intention to support Micro, Small and Medium Enterprises (Nieuwenhuize, 2019). The rationale behind the government intervention, is to correct the distortions of fair economic practice, through implementation of development plans, such as National Development Plan (NDP) 2030 which is to increase social inclusion. There are government departments such as Department of Small Business Development (DSDB), United Nations Development Programs (UNDP), in support of MSMEs, through skills and financial support (Watkins, 2023).

However, the mandate seems not to curtail any legislation that impedes establishment and growth of small businesses (Nieuwenhuize, 2019). Thus, policy uncertainty and weak policy implementation are a significant barrier to entrepreneurship in general.

This has resulted from the lack of proper coordination and misaligned priorities between the government and the regulatory environment curtailing the implementation of government policies. Despite the effort made in supporting MSMEs, only a few already-established businesses have greater and easier access to financial support and other valuable resources accumulation (Shira, 2024). Whilst, start-up businesses do not have the same privilege, especially when it comes to accumulating financial support from private initiatives and banks that are risk-conservative and requires collaterals (Watkins, 2023).

Regulation 13 (c) of the Public Service Regulation 2016 prohibits public servants from conducting business with the state, directly or indirectly, unless such employee has an official capacity or is a director of a company listed in Schedule 2 and 3 of the Public Finance Management which refers to Non-profit Organization (NGOs) and Non-profit Companies (NPCs). Thus, the contravention of Subsection 2 of Administration Management Act 2014 categories misconduct as an offense and criminalizes it, with a judgement of 5 years maximum jail sentence. Therefore, the government took the initiative to identify government servants violating this act, by monitoring registrations on the Central Supplier Database system (CSD) that is used to select government service providers, against the details on Personal Salary System (PERSAL) (Prohibition of public servants doing business with state; PSC Commissioner Vacancy Advert, 2020).

This process of CSD check started on the 1st of March 2017, but the number of government officials doing business with the state increases every year. The statistics have shown that the number of public sectors that were conducting business with the state in February 2019 was 1068, of which 798 were from the provincial departments, and 270 from national departments. Then it rises to 1539 government officials that were conducting business with the state in 2020, with an increase of 471. From which 111 were from the provincial departments and 428 from the national departments (Prohibition of public servants doing business with state; PSC Commissioner Vacancy Advert, 2020). This shows the unethical behavior of government officials, fostering corruption, which has distorted the market competition for other businesses, and undermined the principles of fair economic practice (Hussain & Tyagi, 2024).

The above-mentioned Acts, however, are not stringent with state employees establishing hybrid enterprises that have no dealings directly or indirectly with the state or an organ of the state.

2.4 Conceptual framework

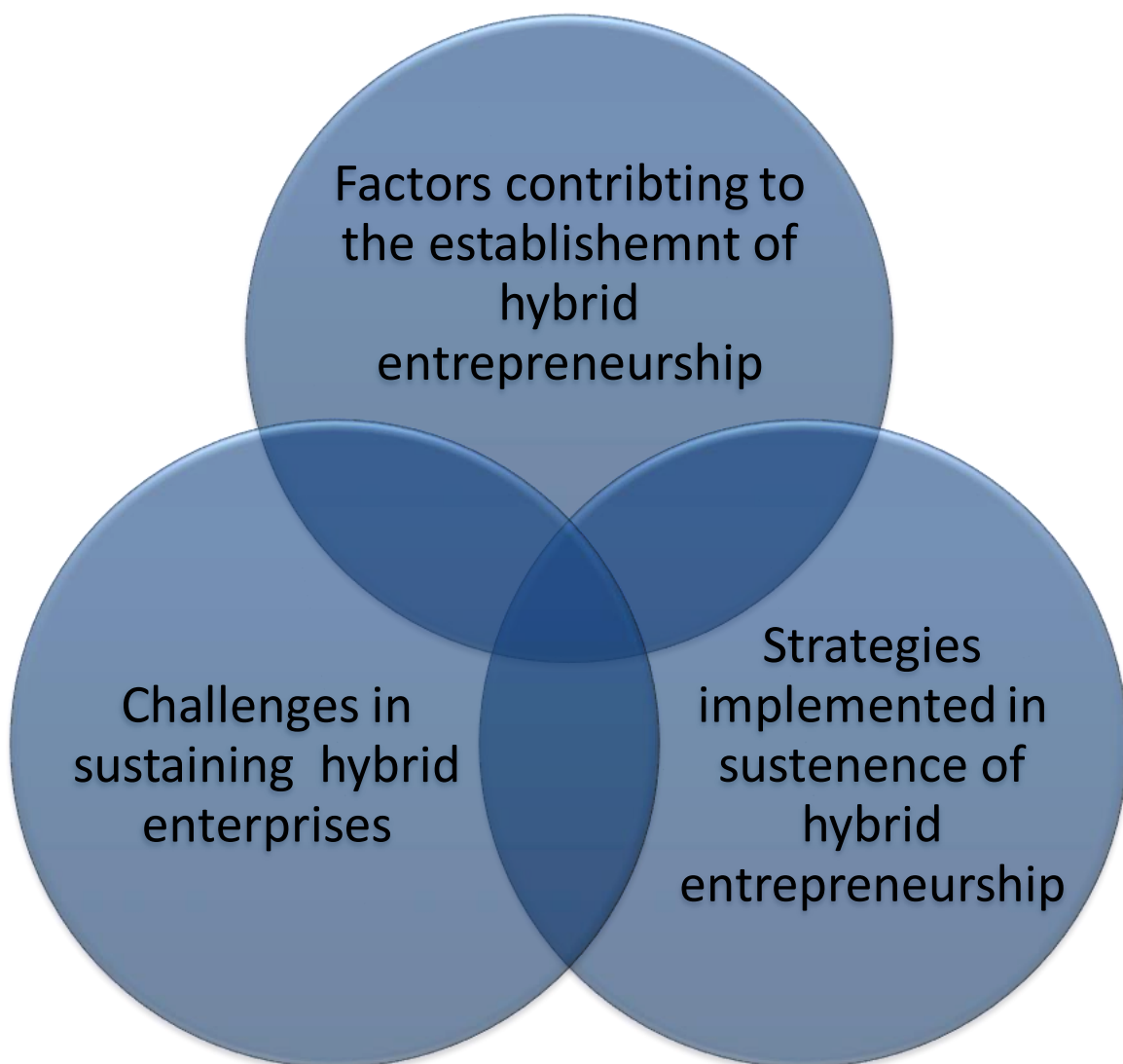


Figure 1: Conceptual Framework

The above framework describes the objectives addressed in the first chapter of the study, which is aimed at being fully articulated in the findings of the study from the findings presented in Chapter 4.

2.5 Comparison of Full-time employment and Full-time Entrepreneurship

Comparing full-time employment with full-time entrepreneurship has shown the benefits and challenges faced in both employment and side-businesses.

2.5.1 Reasons to venture into entrepreneurship

The study of Olarewasu (2023) identified five reasons that make entrepreneurship better as compared to full-time employment.

- Strong passion for business and better business ideas that are market-proven, with potential for growth, generally provides a sense of personal fulfilment and creative expression for entrepreneurs, this cannot be attained based on full-time employment.
- The need for autonomy and control by an individual gradually informs entrepreneurial endeavors, hence, entrepreneurship fulfils the need for autonomy and control, more than paid employment.
- Entrepreneurship is deemed to be better than a paid job, because it offers financial freedom, and rapid growth in the long run.
- Entrepreneurship can be better than a paid job, in an oligopolistic market, or when the business offers highly demanded products or services in the market that accumulate higher returns.
- Entrepreneurship provides satisfaction and personal fulfilment by allowing individuals to explore and attain their passion through business, than being caught up in a job that one does not value.

2.5.2 Reasons to seek employment

Entrepreneurship can be self-fulfilling and gives greater return and financial freedom, although it involves significant risks and uncertainties. Businesses are easy to establish, but very difficult to sustain, because they require significant time, capital injections, and even more resources as they grow. Hence paid jobs provide a sense of security and stability with steady income and benefits, such as retirement funds, and medical insurance. Furthermore, it offers an opportunity to learn new skills and obtain experience that could be invested in a side-business. Traditional employment is considered better than entrepreneurship, because it provides employees with more defined working hours and allows for a better work-life balance when compared to entrepreneurship, which requires long hours and constant attention. Traditional employment is a risk-conservative career option, for people who are risk-averse. This, however, does not make traditional employment any better as compared to entrepreneurship, because it has its drawbacks, such as toxic working environment, pressure, retrenchment, sometimes it does not even offer permanent positions. (Olareswasu, 2023).

2.6. Factors contributing to the establishment of hybrid entrepreneurship

There is no specific way to start a business, but there are plenty of business success possibilities, based on one's level of risk tolerance. Having a side-business alongside employment provides financial stability, and minimizes risks associated with the loss of an income stream, either employment or business for those having only one source of income. In case this happens to hybrid entrepreneurs, they have a chance of keeping one income stream, as they are unlikely to lose both at the same time (Luc, Chirita, Delvaux & Kepnou, 2018).

2.6.1. Monetary factors contributing to hybrid entrepreneurship

Recently most people preferred investing money in businesses, and buying shares, rather than saving with banks. This has become a new norm for capitalizing funds and

ownership (Manana, 2021), thus, it is regarded as hybrid entrepreneurship, because it is a way of supplementing income using underlying talents and resources by investing into side-businesses. This could also safeguard individuals against the current uncertain economy (Moore, 2020).

2.6.2. Non-monetary factors

2.6.2.1. Self-efficacy

Self-efficacy in hybrid entrepreneurship is malleable, and it is influenced by the positive perceptions that hybrid entrepreneurs hold about themselves (Asante *et al.*, 2022). The recent trend of having a side-business alongside employment has created a sandbox for acquiring knowledge and skills, which often translates into innovative businesses. Self-efficacy has built competence in hybrid entrepreneurs and enhanced their self-determination and self-fulfillment. To others it has even resulted in negative feelings and resentment towards full-time employment (Crider *et al.*, 2024).

Hybrid entrepreneurship enhances creativity and self-realization, from the meaningful experience obtained from both spheres, especially if they are complementary to each other. It helps to change individuals' way of perceiving things, improves problem solving skills, pattern recognition skills, capabilities, and self-image, which in turn improves the level of self-efficacy (Heilmann & Ekonen, 2022). This is not only prominent in a side-business context but even in traditional employment, and it enables a redefined and re-imagined work boundary. Also, hybrid entrepreneurship incorporates more creative thinking skills and strategies in developing and accomplishing tasks, than in full-time jobs (Crider, *et al.* 2024).

2.6.2.2. Passion

Most individuals have established side businesses to pursue their long-had passion, that they could not pursue at first due to financial constraints, thus, they had to, first,

follow a path leading to labor or employment market; however, their entrepreneurial passion always pushed them to go back to pursuing their entrepreneurship endeavors (Bilal & Rasool, 2020).

2.6.2.3. Enrichment

According to Bilal and Rasool (2020), paid employment is likely to enhance and advance entrepreneurial career, through providing experience and financial support towards the establishment of a side-business. The skills, experience and knowledge obtained from the employment labour can be transferred to a side-business (wage-work-to entrepreneurship enrichment). Similarly, the skills, experience and knowledge obtained from the business can be utilized in a traditional employment (entrepreneurship-to- wage-work enrichment); for instance, an individual working in a bakery, the baking skills acquired from work can be invested in a baking side-business (Iram & Bilal, 2024).

2.6.2.4. Empowerment.

Side-business is likely to empower individuals, by providing them with an opportunity to do certain things that are personally fulfilling, and bring satisfactory feeling, but these could not be implemented in the traditional employment context. Empowerment in terms of satisfaction could be measured by financial capacity, thus, an increase in a side-business' income is likely to result in traditional employment income dissatisfaction and feeling of resentment to do a certain job that is paying less, as compared to a side-business. Conversely a decrease in side-business income can strengthen the traditional employment satisfaction, and a desire for survival of both - to keep both income streams. Furthermore, juggling both employment and a side-business, impact on emotional growth and spillover flexibility when dealing with challenges (Crider *et al.* 2024).

2.7. Summary on factors contributing to the establishment of hybrid entrepreneurial

There are a variety of factors that contribute towards the establishment of hybrid entrepreneurship. From the theoretical viewpoint, people's decisions towards hybrid entrepreneurship could be informed by income necessity, passion and self-efficiency.

2.8. Tips to starting a side business alongside full-time employment

There has been a rapid increase in the number of hybrid entrepreneurs recently, arising from APPs developers, freelancers, content marketers, business consultants, writers or bloggers and so forth (Robinson, 2017). Starting a side-business requires a great deal of fortitude and self-sacrifice, as it is by no means easy (Team, 2017), especially when pulling it off while still full-time employed. On the brighter side, a combination of a side-business and employment provides luxuries and financial stability that one sphere alone could never give (Robinson, 2017).

2.7.1. Steps in starting a side-business and making hybrid entrepreneurship more manageable

i. Making commitments and spending time wisely

Time management is the biggest challenge for hybrid entrepreneurs, as it might not always be easy to come home from a 9-5 job, and work on a side-business, however, to make side-business work, certain sacrifices must be made, including getting rid of things, to make something work. This includes cutting down some of the social activities such as Friday outings with friends, and the time spent on TV, and social media after work (Team, 2017). The more time freed up, the more time will be created to work on the development of a side-business (Robinson, 2017). Furthermore, sometimes taking your mind off work is needed, but to manage a successful day job and a side-business, you should be very motivated. It is then easy to schedule and

know how best to use the available time, and should one be still struggling, the tips below could be very useful (Team, 2017).

- Get rid of irrelevant social-related meetings and phone calls.
- Get things done at once where possible, rather than spreading things out over multiple days when it does not need to be.
- Schedule plans on calendar and diaries and stick to the deadlines.
- Avoid working on multiple activities, including multi-tasking a full-time job project with your side-business.

When considering and scheduling the above tips, it is imperative to also make time for breaks and family (Team, 2017); remember the idiom “all work and no play makes Jack a dull boy”.

ii. Investing strength and interest

Business owners should have certain skills to invest in the business, or should be willing to learn the required skills, as the business requires a variety of skills, including but not limited to technical, marketing, administrative skills (Robinson, 2017).

iii. Validating business ideas

Conducting a market analysis for a new venture should be the first step before even starting a business. This helps to understand the targeted customers, their needs and affordability, and how the product will be distributed to the market (Robinson, 2017).

iv. Creating a competitive advantage

Conducting competitive analysis is very important for a start-up business, it maps out the competitive advantage of the business and its weaknesses against competitors. The owner, thus, should be able to know where and what to improve, also, it allows the business to generate sales and retain more customers (Robinson, 2017).

v. Set detailed and SMART goals.

The business goals should be measured, and easily reachable with realistic deadlines (Robinson, 2017). For a side-business to flourish it is important to have dates and duration for milestone achievements set, be it a 100th sale, or business expansion; notable, it should be within the owner's reachable standards. This will eventually be helpful with making informed future business' decisions (Team, 2017). For instance, an attainable goal for a nail salon, as a side-business, will be one to two clients per day, after work, with an estimated service duration per client of two hours.

vi. Building roadmap to launch date and beyond.

Navigating around obstacles and bottlenecks, with the ability to solve problems, leads to a successful side-business. Bottlenecks in a business might arise from late delivery of services or products, for instance a bottleneck in a bakery could arise from the duration that a cake takes to bake in the oven, which is time consuming, although it should be done regardless. To solve this bottleneck, if a business receives multiple orders, it is recommended to have a bigger stove that can bake two or more cakes at the same time, to save time (Robinson, 2017).

vii. Outsourcing your weaknesses.

Time management is crucial in a business, perhaps it is even more important to delegate tasks. Knowing that there is only so much one person can do is the best way to understand the limitations and start addressing ways to work around them (Team, 2017). Thus, partnership may not always work for the best, especially for a side-business, but outsourcing some of the services might be less expensive and less time-consuming (Robinson, 2017); for instance, instead of purchasing a delivery vehicle that will also require a driver, the best solution could be outsourcing a courier service that is less expensive. Furthermore, this can even open market opportunities for clients

in areas outside a business location, thus, a business can retain more customers and perhaps generate more sales that contributes to business growth.

- A shared workload ensures better allocation of time, for example, outsourcing a courier service for delivery, while investing time on either production or other efficient business operations (Team, 2017).
- Outsourcing an expertise knowledge that you lack in an area of running a business, for example it can be getting a marketing agent, financial assistant for record keeping, tax returns and others. It can even go to the extent of getting a professional business advisor for business development services (Team, 2017).

viii. Actively seeking objective feedback

It is imperative for a side-business to seek unbiased feedback from customers, to maintain customer-relationship and to ensure that a business is marketable, as well as for the improvement of the overall business operation (Robinson, 2017).

ix. Do not blur the lines or muddy the water between full-time job and a side-business.

Hybrid entrepreneurs should respect the policies and procedures aligned to their full-time jobs, although it seems obvious, it can be tempting (Robinson, 2017). Time theft or usage of company's resources for a side- business' projects is a very unethical practice, thus, hybrid entrepreneurs should refrain from it, this includes the use of company's resources, such as computers, software, subscriptions and sometimes even seeking assistance from colleagues (Robinson, 2017). Furthermore, it is also advisable not to openly talk about a side-business at work, although some organizations do encourage this kind of entrepreneurship, it is not always a commonplace thing (Team, 2017).

2.9. Summary of tips for starting a side business alongside full-time employment

Starting a business is not easy, especially pulling it off while still employed, it requires discipline and sacrifice, therefore, an individual intending to start a side-business alongside employment should be willing to invest time and resources and cut off some of their personal life activities. For hybrid entrepreneurship to work, there should not be any interference between side-business and employment, thus, time should be allotted properly. Furthermore, it is important to set attainable goals, conduct competitive analysis and market research, and normalize outsourcing certain services or products, to speed up whatsoever process, since the business time is limited. Moreover, to keep a full-time job and avoid causing problems, it is essential to abide by the traditional employment policies and try not to use resources and take time off from the paid job to the benefit of the side-business.

2.10. Challenges of hybrid entrepreneurship

According to Benitez *et al.* (2022) entrepreneurship is a risky commercial activity, while a paid job is believed to have a certain degree of stability overtime, and with a very limited number of risks. However, assuming that risks are concentrated only on entrepreneurship while neglecting the uncertainty and risks in traditional employment is unrealistic, because uncertainty in traditional employment does exist and at times informs individual's decision to venture into hybrid entrepreneurship (Ganser-Sticker, Schulz & Schwens, 2022). Therefore, venturing into hybrid entrepreneurship allows individuals to experiment with business ideas and get exposed to the reality of business contexts (Moore, 2020).

2.8.1. Uncertainty associated with full-time job

Rigid or toxic working environment.

A toxic working environment is very challenging for employees, thus, most of them end up quitting work, or trying to find another job, or even starting up a business.

However, not everyone is comfortable with leaving a paying job just to start a business where its success has not been proven. Thus, most individuals establish side-businesses to test the waters and try to figure out if it is a thing that will best work for them, with the intention to fully transit into a full-time entrepreneurship as soon as the business starts paying off (Bilal & Rasool, 2020). On contrary to other people who are not acknowledged and rewarded for their efforts at work or facing toxicity, they venture into hybrid entrepreneurship to gain a sense of self-fulfillment, self-actualization, and recognition of the achievement of the work done on a side business (Dzomonda & Fotoki, 2018).

2.8.2. Uncertainty associated with entrepreneurship

According to Georgalos (2018) engaging in entrepreneurial endeavors entails challenges and fortitude in anticipation of the payoff, which is undoubtedly a decision of uncertainty. In this case uncertainty refers to returns on Investment (ROI), payoffs that are highly volatile, and high-tech investments with a very slim probability of success.

Side-business challenges could arise from the development of technology, changes in customers' preference and competitor's behaviors. A good example is the post office; couriers and other technological developments in communication such as the use of emails and social media platforms, have phased out the need for post office services. This was an unforeseeable uncertainty, that was neither measurable nor calculated (Magnani & Zucchella, 2018), therefore, this kind of uncertainty could happen to any business not considered as risk-conservative.

2.8.3. Challenges in sustaining hybrid entrepreneurship

2.8.3.1. Organizational policy

Organizational policy affects employees' working dynamics with their employers, and what they can or cannot do. Some organizations are inflexible and do not support employees' entrepreneurial endeavors, even in the organization where risk-taking and

innovation is encouraged, employees are still deprived of an opportunity to have side-businesses. These policies suppress the rise of hybrid entrepreneurship, because employers are of the idea that employees will use the resources and skills acquired from the organization for their side- businesses. Some employers are blinded for not realizing the possibility of new skills and knowledge that could be implemented into the organization obtained from the employees' side-businesses (Manana, 2021).

2.8.3.2. Time management

A process of starting and sustaining a business requires a lot of effort and time, especially a side-business. The amount of time and effort that hybrid entrepreneurs invest into a side-business is limited compared to full-time entrepreneurship, thus it is important to venture into a business that can be easily sustained without demanding much time (Beattie, 2022).

2.8.3.3. Lack of access to financial support

Investors are reluctant to finance hybrid enterprises, because they fail to understand the value aspect of hybrid business models, and it is difficult to know where the hybrid entrepreneurship allegiances lie. It is imperative for hybrid entrepreneurs to start their businesses on a small scale, which they can finance with their salaries (Davis & Chamber, 2018). To avoid financial constraints, hybrid entrepreneurs should either be heavily capitalized or willing to invest their income from traditional employment into a side- business. This will provide cash reserves when needed and grow a business simultaneously (Beattie, 2022). Furthermore, it is essential to keep records of sales, customers' data, and all financial statements, to keep the business running swiftly and sustainable (Menai, 2021).

2.11. Summary on challenges of hybrid entrepreneurship

Starting a side-business has quite a few challenges. Most employed individuals want to have businesses but are limited by professional employment policies that do not support employees' entrepreneurial endeavors, and for those that are already into hybrid entrepreneurship, they experience difficulty with managing and allocating time among both spheres, fatigue and overwork, competing in a market with full-time businesses, customers trustworthiness and reliability, and financial constraint - difficulty in access financial support.

2.12. Ways to mitigate hybrid entrepreneurship challenges

i. Time management

Prioritising and delegating tasks are a good way to free up some time to rest and also take care of a mental health, as it matters to get strength to continue and complete tasks that needs to be done (FINRA, 2024).

ii. Aligning a side-business with passion

This might not always work, but doing something you like or passionate about, give motivation to continue, it is like living the dream. Aligning a side business with passion, makes the idea of having two jobs less tedious, and could be the reason to look forward to work on a side-business (FINRA, 2024).

iii. Embrace digital tools

Digitalisation has made life much easier than before, there are so many websites and business online tools that are being utilized for better management of businesses in general. This includes social media and online marketing tools, which can save much time for hybrid entrepreneurs (FINRA, 2024).

iv. Management of funds

It may not be possible to stick to the budget strictly, but following the budget closely and avoiding unnecessary expenditure, can result in proper management of finance and even business development (FINRA, 2024).

2.13. Summary of ways to mitigate challenges associated with hybrid entrepreneurship

The context of side-business on its own is not as bad as anticipated, considering that digital marketing has created so many opportunities for businesses, such as online marketing platforms including social media, SEO, and other websites. Recently there have been so many developed applications and websites that assist with financial management and records, the development of business profiles, marketing plans and so forth. These make the idea of having a side-business as a second job less tedious.

2.14. Hybrid entrepreneurship sustainability strategies

Challenges should be addressed with certain strategies, thus, below are some of the strategies that can be considered for the sustainability of hybrid entrepreneurship.

2.14.1. Balancing a full-time job and a side-business

It is common to balance a full-time job with a couple things, that includes family responsibilities, school, and at some point, even a second job, thus, the idea of finding balance outside a full-time job is not new, but it does not change the hardship that comes with it (Frig, 2023).

i. Why does balance matter?

A life without balance is no different to living in chaos, therefore, leading a balanced life means making time for other things you want to do apart from what you are compelled to do (Frig, 2023) In simple terms, hybrid entrepreneurs can find balance between the side business and other commitments including salaried job.

ii. Is balance possible?

Balance is not found, instead it is created, therefore, it is only possible in the sense of creation, but it does not come effortlessly and requires great deal of fortitude. Balance could mean 80-20, meaning that 80% of the time you will be pulled more in a direction you do not want to go, and 20% of the time you will have control over it; for example, 80% of your time can be devoted to a full-time job, studies, side-business, and family responsibilities, while the remaining 20% would be for social activities. Overall, that's how life balance looks like. (Frig, 2023).

2.14.2. Tips for making time for a side- business

According to Frig (2023) failing to make time for a side-business, is often not due to lack of time, but lack of organised priorities and productivity, therefore, in order to allot time for a side- business, one might have to follow the steps below:

i. Schedule time and duration

It is common not to make time, almost every day, to work on the side-business after a 9-5 job, but the problem is not even trying to at least schedule few hours in a week to work on a side-business. For instance, someone with a bakery side-business taking weekend orders, can choose to work for certain day, but not every day, this little effort can contribute to the business goal, as it does not have to be all or nothing (Frig, 2023).

ii. Habit track

In order to keep track of a progress, it is important to first track the habit. Most people think they are doing certain things more than they really are, especially when pressed for time. Habit can easily be tracked based on the duration taken to complete tasks, in both spheres, at least by tracking both, the work done and what could not be done (Frig, 2023).

iii. Waking up early

The idiom says - an early bird catches a fattest worm - and working early whilst the brain is still fresh could be very productive, especially for people who do not have a ton of time to work on a side-business late after work, with other commitments such as family responsibilities and studies (Frig, 2023).

iv. Working in small sprints

Full-time job can be straining, and with just a little energy left after a 9-5, one might not be able to execute control over all the side-business operations, and not being able to tackle all the planned tasks can be very demotivating. Therefore, it is important to set a timer and get a certain portion of a task done. When the sprint is over, then one can decide whether to continue or stop, but at least something would have been done, more than just piling up a load of work that can be difficult to complete at once (Frig, 2023).

v. Outsource

While practicing good time management technique and trying to free-up time to execute side-business tasks, it is important to realise that sometimes there are only so many hours in a day, and at least so much that can be done. Therefore, outsourcing some services, would actually save a day, and whatever time is left can be devoted to doing some of the things, that have greater impact in the business (Frig, 2023); for

example, for someone who is offering catering services, he/she can buy some of readymade salads, to save time.

vi. Focus on the needle-movers

Spending time on things that actually make a difference is a key. The Pareto principle states that 80% of the success comes from 20% of action, nonetheless, it is all about tasks that move the needle. Hybrid entrepreneurs are already kept occupied with their formal employment responsibilities; thus, they do not need to be kept unnecessarily busy doing business tasks that have no impact (Frig, 2023). For instance, instead of someone to spend time handing over flyers, he/she can just advertise the business online, thereby, save time and get even more customers.

vii. Say “no”

Sometimes all that is needed is saying “no” to things, in order to make time or room for other things (Frig, 2023); for instance, two hours that is spent on the phone socializing with friends, if allotted to the business, for example, a client’s nails can be done, which will be profitable to the business.

2.14.3. Mindset shifts make life balance easier

There is more power in changing ways of perceiving things, hence just a change of mindset can make a greater impact, especially aligning, goals, dreams, habits and overall lifestyle, much business success can be obtained (Frig, 2023).

i. No more “all-or-nothing” mindset

An “all-or-nothing” mindset is a generalized thinking whereby a situation is either “good or bad” or “successful or failure”. That, however, is not always the case with a side-business; in most cases a business takes a different turn but does not always mean it

is the end for it (Frig, 2023). To give a practical example, in 2020 during Covid-19, most people were on weight management programmes, because they had much time on hand to follow-up with diet and workouts plan, this was a great peak for business selling such products. After the restrictions were lessened, and everyone was back to their busy days, not everyone had time to maintain the weight management routine, which resulted to close down of some of the businesses. However, if such entrepreneurs had creative mindset, they could have opted for beauty products, such as lipsticks, perfumes, lotions and so forth. It is all about a change of mindset and how people perceive things.

2.14.4. The benefits of a side-business

Usually a side-business unlocks the doors for income supplement, and decent or luxurious living standard, however, its benefits extend far beyond that. Side businesses enable people to explore their business interests outside formal employment; it adds skills set, which could also enrich or be transferred to the formal job. Furthermore, it can cause a reduction of job-related burnout, through amplified sense of freedom and self-reliance (FINRA, 2024).

2.14.5. Managing time for both a full-time job and a side- business

To properly allot time in hybrid entrepreneurship, a compartmentalizing approach could be utilized, whereby hybrid entrepreneurs allot late hours, weekends, and holidays to side business. That, however, does not work for everyone; some individuals find it very convenient taking time off paid jobs to work on the side-businesses, especially if they have a big project that has the potential to take off (Manana, 2021). The sustainability of hybrid entrepreneurship is determined by the sense of certainty associated with the income that comes with a day job as compared to the risks and returns from the side-business (Benitez *et al.*, 2023)

2.14.6. Summary of hybrid entrepreneurship sustenance strategies

To ensure sustainability and the overall success of hybrid entrepreneurship, a balance should be maintained between work life and a side business, not forgetting leisure time and other responsibilities. Entrepreneurs are perceived as innovative and critical-thinking individuals, thus, hybrid entrepreneurs should also adopt this norm, doing so by changing mindset and start creating possibilities and opportunities, with the little resources in hand (Frig, 2023). Furthermore, they should also shift their focus to things that are more beneficial to their businesses and normalizing creating room for other things, by saying “no” to other things. Success does not come overnight, so it is important to take things as they come and not be hard on us.

2.15. Transition possibilities

There comes a time in a side- business when the issue of growth seems to match or even outweigh the benefits, and one cannot inspect every little thing. In this case the sustenance of hybrid entrepreneurship can mainly be determined by the level of personal engagement and commitment made, especially when one has invested much time and capital in a business and with very little returns thereof. Therefore, it is imperative for hybrid entrepreneurs to measure the sustenance of a side business by weighing the costs and benefits of a side- business, to see if it is worth the struggle (Beattie, 2022).

Hybrid entrepreneurship was described as a two-step process, whereby individuals manipulate a side business alongside formal employment, allegedly with an intension to transit into a full-time entrepreneurship. This process, however, is unidirectional ending in entrepreneurship, while ignoring the potential fluid of transitioning back into a paid job (Wash & Stephens, 2022).

The study of Vilajamaa *et al.*, (2017) proved that hybrid entrepreneurs sustain their side-businesses for ten years and longer, thus, for those with the intentions to transit into full-time entrepreneurship, it can take them up to 6 years to finally have the transition process happening. This proves that most hybrid entrepreneurs have no

intention of transit, unless the pasture looks greener on the business side than it looks with formal employment.

2.16. Summary of the chapter

From the previous studies reviewed in this chapter, monetary and non-monetary factors were identified as contributing factor towards the establishment of hybrid entrepreneurship. Passion, self-efficacy and self-recognition were also some of the personal factors. Other than the factors this study had also reviewed the challenges faced by hybrid entrepreneurs in sustaining both side-business and formal employment; the findings from the previous studies, identified the lack of financial support, company policies, and time management between both spheres. Furthermore, the present study reviewed the strategies for sustaining hybrid entrepreneurship, and the discussed strategies were, outsourcing of services, working in small sprints, focusing on the small achievements, shifts of mindset that makes balancing the two sets of responsibilities, easier.

CHAPTER 3: METHODOLOGY OF THE STUDY

3.1. Introduction

This section details the paradigm and methods adopted in the data collection process for the study. To gain an in-depth understanding of human behavior and the reasons entrenched in the establishment and sustenance of hybrid entrepreneurship, this research utilized the interpretivism paradigm and qualitative method. To enhance the richness of the data, the study adopted a purposive sampling, wherein the participants were selected non-randomly, and the sample size was determined by saturation. Furthermore, the data was analysed using a thematic analysis to deduce the meaning behind the people's words and experiences, and it was accomplished by themes that emerged revealed key insights into the data, and this was done using ATLAS.ti software.

3.2. Research Paradigm

Research paradigm is a comprehensive belief system and world's view that guides researchers into framing their research process. It is regarded as a philosophical foundation that explicitly states research position on ontology, epistemology, methodology and axiology of the research work. The philosophical positioning of the researcher becomes a philosophical dimension of the study, that guides the researcher to precede with the entire process and derive meanings of a phenomenon (Mulatu & Negash, 2024).

3.2.1. Types of research paradigm

There are a few types of research paradigms, those discussed in this study are - positivism, interpretivism, and critical paradigm.

3.2.1.1 Positivism Paradigm

Positivism is a statistical paradigm, that is constructed based on empiricism, with a purpose to prove or disapprove of a hypothesis. It relies on logic formulation, and it

tests hypothesis through developing mathematical equations and data analysis through statistics. This paradigm enables a researcher to draw conclusions based on the explanations and prediction models that provide measurable outcomes (Nyabuto & Wabwoba, 2024). Furthermore, it claims that reality is described through objectives, and knowledge is advanced through observations. Thus, it is mostly used for quantitative research, also, because it does not relate to personal accounts, rather than provides generalized findings (Mohamed, 2023).

3.2.1.2 Interpretivism Paradigm

Interpretivism paradigm is also known as constructivism or qualitative research, and it was developed based on the ability of an individual to construct meaningful findings from a phenomenon (Nyabuto & Wabwoba, 2024). Interpretivism paradigm claims that true knowledge only can be obtained through deep interpretation of informants shared experience on subjects or phenomena being investigated, thus, reality is socially constructed and subjective (Mulatu & Negash, 2024). Furthermore, people hold different views on certain issues, therefore, it is imperative that a researcher fully understands and values each participant's views, since there could be several interpretations of meanings (Mulatu & Negash, 2024).

3.2.1.3 Critical paradigm

The critical approach is concerned with the understanding of power dynamics, social inequalities and the structure of domination in society. This approach aims to challenge and transform oppressive systems by providing critical analysis of social issues. It was developed to address social and political issues that might not have been adequately addressed by positivist paradigm (Mohammed, 2023). This approach claims that knowledge can only be obtained through an advocacy approach, and the enquiry should be entangled with political and social issues, therefore, research that is constructed under this approach mostly adopts qualitative methods and should contain the agenda of the reform that ultimately addresses the issues of empowerment, inequality, oppression, domination, suppression and alienation (Mulatu & Negash, 2024).

The choice and adoption of research paradigms in social constructed research are significantly influenced by theoretical perspectives, as they provide the researcher with

a lens through which they perceive and interpret social ontological, epistemological and methodological assumptions which shape the selection and adaptation of an appropriate research paradigm.

An ontological perspective of research is adopted into a positivism paradigm if the social reality is assumed to be objective, could be measured, and quantified with a statistical analysis and experimental design to test the hypothesis, in establishing a causal relationship. Conversely, if reality is assumed to be subjective in nature, focuses more on social reality and has the aim of understanding the meaning and context of human behavior, it should adopt an interpretivist paradigm (Mohammed, 2023).

Theoretical perspective shapes the epistemological stance that researchers often consider sourcing out of the data or knowledge, thus, in positivism theories the pursuit of objective and universal knowledge is aimed at uncovering general laws and regularities in social behavior. The epistemological stance in interpretivist, is based on its focus to explore the diverse perspectives, meanings and experience, as the interpretivism theories argue for socially constructed knowledge and the importance of understanding multiple subjective realities (Mohammed, 2023).

Theoretical perspectives inform methodological choices made by the researchers, for instance, each theoretical perspective should align with a specific research method that is best suited to address the research questions and objectives. Researchers should be able to draw up multiple theoretical perspectives and blend paradigms to address complex research questions, and the specific aims of a study (Mohammed, 2023).

3.2.2. Application of the paradigm on the present study

The present study's philosophical foundation was positioned on methodological assumption and based on its guidance towards the design and implementation of research methods and techniques. Allowing for an interpretation of the underlying beliefs and principles of the informants, which has further ensured the trustworthiness

of the findings that have contributed to the knowledge realm (Nyabuto and Wabwoba, 2024).

The present study adopted an interpretivism paradigm, because it allowed the researcher to align the research design with the underlying assumption. This has ensured coherence and rigor in the investigations of social phenomena, by simply understanding the interplay between theoretical perspectives and research paradigms (Mohammed, 2023).

3.3. Research approach

Methodology in research describes methods and steps that outline the process of collecting and analyzing data to draw a meaningful solution to a problem and contribute to knowledge realm. It outlines all assumptions made, limitations and any mitigations steps taken in the study, and it helps to answer the research question of a social problem under study. It consists of three methods - quantitative, qualitative and mixed methods (Nyabuto and Wabwoba, 2024).

3.3.1. Quantitative research method.

Quantitative research is a method that claims that knowledge can be obtained using experiment and survey strategies of inquiry, to collect data on predetermined instruments that yield statistical data (Mulatu & Negash, 2024). These methods can be implemented through collecting numerical data, that can be summarized using statistical methods to quantify opinions, views and thoughts on the phenomenon of the study (Nyabuto & Wabwoba, 2024).

3.3.2. Qualitative research method

Mulatu and Negash (2024) postulate that in qualitative methods, researchers make knowledge claims based primarily on constructive perspectives, multiple meanings of participants socially- and historically constructed experience and their understanding of the problem, aimed at developing theory. This method is applied to gain insight and understanding of the underlying reasons, views and motivations of participants on the social problem being investigated (Nyabuto and Wabwoba, 2024). It uses data

collection strategies, such as narrative, interviews, focus-group discussion, and case studies, which allow the researcher to collect open-ended data and develop themes (Mulatu & Negash, 2024).

3.3.3. Mixed-method approach

Mixed method approach is a combination of both quantitative and qualitative methods, it is mostly applied in a situation where either method cannot give full understanding and meaningful conclusion to the underlying problem (Nyabuto and Wabwoba, 2024). This method is quite revolutionary, because it focuses on resolving the tension between quantitative and qualitative methodological strategies and summarizes a researcher's philosophical orientation, perspective, thinking, school of thoughts or set of shared beliefs as well as what influences what should be studied, how they should be studied and how the findings should be interpreted (Mulatu & Negash, 2024).

3.3.4. Summary and application of the research approach in the present study

The systematic and in-depth shared human experience and knowledge collected through qualitative method has highly contributed to the theory of hybrid entrepreneurship. This study sought to gain an in-depth understanding of human behavior, and the reasons entrenched in hybrid entrepreneurship, through analyzing human experience and behavior, non-numerically. This study employed the qualitative method because it investigates issues in real life, and it is the preliminary foundation in collecting comprehensive data (Sinha, Paudel, Mosimann, Ahmed, Kovane, Moagi & Phuthi, 2024).

This approach does not rely on pre-identified assumptions but analyses shared knowledge and experiences of the participants and developed theories that give meaningful solutions to the life's experiences of the participants. The underlying assumptions are that qualitative research is context-bound, based on inductive logic that builds up from the collected data (Mantula, Mpofu, Mpofu & Shava, 2024).

3.4. Research design

The present study employed qualitative research methods, which in turn has informed us of the adoption of an exploratory research design. Exploratory design is often implied to investigate an undefined problem, especially when the research questions serve as the foundation of the investigation, therefore, this study was carried out to gain a better understanding of the problem and to elucidate the research questions. This was done through the collection of data in an unstructured format that was flexible, with an open-ended question. Furthermore, this design yielded results that were appropriate in answering - what, how and why questions - of the study (Saka, Chinagozi & Joe, 2023).

3.5. Sampling design

Sampling design is a methodological framework and strategic planning that allows researchers to make a significant inference about bigger populations by using an appropriate sampling method; determining the sample size; developing sampling procedure while considering ethical and practical constraints. The purpose of sampling is to ensure that the selected sample is representative of the population from which it was drawn. This allowed the researchers to make valid inferences of the population-based characteristics of the sample selected and to provide credible data (Tiwari & Tripathi, 2024). The process encompasses decisions for various aspects of study, such as defining the target population, identifying the sampling frame and selecting the best sampling procedure.

3.5.1. Sample frame

There are various types of sampling design that are categorized into - probability and non-probability; the present study employed a non-probability sampling, because the researcher did not select the sample randomly. This sample design is often used in situations where the population is unknown, inaccessible, or very large and difficult to obtain a random sample. This sample entails three methods: convenience sampling, judgmental or purposive sampling, and quota sampling, by which a purposive sampling was found best suited for this study, as it selects sample that is believed to

be most representative. Furthermore, this sampling was relevant to the topic because it gave play to the subjective initiative of relevant personnel with experience and knowledge relevant to draw conclusion for the entire population. Also, because it contains no bias, which increases the reliability and trustworthiness of the findings (Wang, 2024).

The selection of a sample was also informed by the paradigm selected on this study. Interpretivism paradigm usually informs the selection of purposive sampling, because it is socially constructed and seeks knowledge through deep understanding of human behavior and experience of the social problem. Purposive sampling aids in collecting data non-randomly from individuals with relevant information for the researcher to draw a meaningful conclusion (Nyimbili1 and Nyimbili2, 2024). The epistemology enforced the selection of purposive sampling, based on participants personal reflection and understanding of the objectives, which guided the researcher towards the direction of selecting relevant and reliable samples (Nyimbili1 & Nyimbili2, 2024).

3.5.2. Purposive sampling

Purposive sampling entails a variety of techniques, but the present study has adopted a criterion sampling technique, because it enables relevancy and accuracy in data, and it allows the researcher to set specific criterion useful in selecting samples. Furthermore, purposive sampling ensures the selection of a proper representative sample, of the diversity within the population of interest, enhancing the richness and depth of the data collected (Madhusudan, 2023). The researcher's judgment was used to select participants with the required qualities, to share their unique and insightful perspectives; this was significant to the study and drove the researcher's focus towards the most pertinent aspects of the phenomena under investigation.

3.5.3. Sampling procedure

Generally, the qualitative sample size is often small and based on the participants' envisaged contribution to the study. In most cases, especially working on the notion of saturation, the sample size is expanded as the study progresses until the point of saturation is reached. To select a sample that is aligned to the study's purpose, the researcher adopted criterion sampling (Shaheen, Pradhan & Ranajee, 2019).

3.5.4. Sample size

Sample size refers to the number of individuals who are included in the study sample, it is a critical aspect of research design, and it affects the reliability and generalizability of the findings. Generally, large sample size increases statistical power making it more likely for researchers to detect significant differences or relationships between variables if they exist in the population. Ultimately, the purpose of selecting an appropriate sample size is to balance statistical considerations with practical constraints. Also, to ensure that the study effectively addresses the research questions and provides reliable insights into the population of interest, however, this is most applicable in quantitative research, as it deals more with statistics. In qualitative research, a researcher must consider various factors when choosing the sample size for the study, such as variability within the population, the desired level of precision, the effect size of interest, the research design, resources constraints and the appropriate sampling methodology (Tiwari & Tripathi, 2024).

Determining the sample size in qualitative research requires the researcher to consider the depth and breadth of the research questions because complex or broad questions might require a larger sample size, hence, the researcher should ensure that the sample size allows for comprehensive exploration of the research question without being too large to handle in-depth analysis. Furthermore, if the sample size was selected using saturation, once the same themes and ideas start to occur repeatedly, it is a sign that saturation point has been reached. The study design selected by the researcher often informs the sample size decision, for instance a case study may entail only one case, whilst an interview may require few participants (Madhusudan, 2023).

Additionally, the limitations of study, such as the budget, time and available resources, also compromise the sample size. There are no one-size fits all approaches to determine sample size in qualitative research, it is crucial to justify and document the decision based on the specific requirements and characteristics of the study, therefore, consulting relevant literature and engaging in ongoing reflexivity about the research process can determine the sample size (Madhusudan, 2023).

3.5.4.1. Are small samples better or deficient?

To determine the adequate sample size, it is vital to avoid ethical impact that comes with the use of unnecessary large sample or small sample size. This could result in mispending resources and time on an unjustifiable large sample or unreasonable smaller sample which may not be sufficiently informative. The defensibility of the considerable quality of qualitative research is related to sampling adequacy that should provide depth and maximum opportunity for the interpretation and transferability of findings. Consequently, some findings might exhibit idiosyncratic or individualistic data and fail to meet the quality criteria of qualitative research (Sebele-Mpofu, 2021).

The researcher, therefore, should be able to strike the balance between small and large samples, to ensure that the data collected is enough to allow the emergence of novel and richly textured understanding of the phenomenon. Small samples are often considered for in-depth or open-ended interviews, where the adequacy or sufficiency and appropriateness of data is not viewed in the context of numerical perspectives. Also, sample size can result in efficient and enough data, if the sample was aligned with the objectives of the study, and selected based insights that informants will contribute to the study, however, it should be viewed with a perspective of sampled participants' competence and their understanding of the phenomena. The factors below can be used to assess the sample of a study (Sebele-Mpofu, 2021).

- Purpose or objectives of the study: the more constructed the aim, the smaller the sample.
- Specificity of the sample: the more specific and focused the sample of the study objective, a limited number of participants will be required.
- Theoretical underlying assumptions steering the study: the more complex these are the greater the sample size required and the clearer the theories are, the smaller the requisite sample.
- The quality of the dialog: the more knowledgeable the researcher is in this aspect, the richer the quality of an engagement, the richer the discussion will be, thus, the smaller the sample size required (Sebele-Mpofu, 2021).

The key objective to quality research is to create a complete and intense comprehension of the meaning behind the experiences, views and behavior shared by the participants, to allow for transferable and truthful results. Generalizability is not regarded as the key pillar of qualitative research because it is linked to bigger samples and not the quality criteria of qualitative research. In research that is aimed at accomplishing a deeper evaluation and building a complete picture of a subject, it is often sufficient to do that with smaller sample sizes, as it is often used to capture the complexity of context in-depth or the intensity of analysis. On the other hand, an unreasonably large sample is likely to impede purposeful consequential and timely research, however, if small samples have been justified properly, it is likely to provide credible findings with a complete picture that boosts the trustworthiness of the study (Sebele-Mpofu, 2021).

3.5.4.2 Sample size of the present study

The notion that bigger samples are better and richer than smaller samples is an unfortunate misconception in qualitative research. Quality of data depends on assortment of factors, not just on the size of sample, and more data does not translate into enough information to give a complete and deeper picture of the phenomena. More notable, a bigger sample with deficient information and no understanding of the phenomena is equally useless in qualitative research, therefore, the sample size resolution is contingent, contextual and partially dependent on the scientific paradigm under which the investigation is taking place. Positivism-oriented research will accordingly be characterized by a bigger sample to broaden the findings to allow for generalizability, adequacy and interest based on the number of participants. This is unlike research with an outright interpretive inclination with a concern of developing a deeper understanding and view adequacy in terms of quality and information relevancy. That can be extracted from the chosen sample, with data that is sufficient to achieve saturation as defined in the study (Sebele-Mpofu, 2021), therefore, the sample size of the present study was considered neither too big nor too small but was determined by the point of saturation.

The present sample size entails 2 pilot participants and 16 main participants, amounting to a total of 17. These participants were selected based on their

geographical location; thus, they all reside in Tshwane, above the age 18 years and have been into hybrid entrepreneurship for a minimum period of 12 months.

3.5.5. Saturation data

According to Kumar, Kumar and Govindaraj (2020) sample size can be determined by doctoral thesis, guidelines by experts (rule of thumb) and saturation principle. Saturation is defined as a point of diminishing returns where more data does not yield new information, since no new themes are emerging nor new insightful data being acquired from the participants. Adhering to data saturation purpose, lies in prevention of data replication or redundancy, and it ensures verification, comprehension and completeness (Kumar *et al.*, 2020).

Generally, to reach a saturation point, a researcher should also consider factors such as the scope and nature of the study, quality of data received, the amount of useful information obtained from informants and shadowed data (Shaheen *et al.*, 2019). Therefore, in this study the saturation point was guided by the reputation of themes, initially on the 13th participant of the 15th main participants there was already a reputation of themes both challenges of hybrid entrepreneurship and sustenance strategies. Thus, to avoid redundancy and to prevent the replication of data the researcher had to stop the collection process on the 15th main participants since no new themes and data were emerging.

3.5.6. Summary on the sample size of the study and saturation point

The sample size in this study was determined by a saturation principle, because of its reliability and ability to address the sampling conundrum in qualitative research. Thus, in total 17 participants were interviewed in the study, from which two were interviewed during study pilot. These 17 participants have met the criteria to participate in this study, they have been in business for over a period of 12 months and are also formally employed, they are residing in different regions of the City of Tshwane, from which the majority are from region 5 and 6 and they are all above the age of 17 years. Therefore, saturation point decision was guided by the purpose, quality and synthesis of the data collected, and this decision was based on sufficiency of data collected. The researcher stopped the data collection process, upon the realization of repetition of themes, without any new themes being obtained from the participants; however, before

stopping the data collection process, the researcher ensured that the collected data was sufficient to permit comparisons and suited the dimensions and constructs of the study. Conclusively, the data collected was sufficient to provide the answers to the study questions.

3.6. Validity and reliability in qualitative research

Validity and reliability are a fundamental concept in academic research, as they both determine the credibility and trustworthiness of the findings. These concepts are crucial in ensuring the accuracy in collecting and analysing data, as well as the consistence and reflexivity of the research objectives. Both validity and reliability of the study can be effectively enhanced through appropriate research design, therefore, the research questions should be clearly defined to ensure that the study address the intended constructs (Kouam & William, 2024).

3.6.1. Validity in qualitative research

A study of Rose and Johnson (2020) defines validity as the process of determining the accuracy of the findings from the standpoint of the researcher, the participants and other users. It reflects the concept that measure the claims of the study; in order for it to be considered valid the findings must accurately represent the intended constructs (Kouam & William, 2024). It cannot, however, be considered as a unitary concept of a qualitative study, but it builds on a context of trustworthiness, to effectively reflect the interpretive mainstay of qualitative research, thus, validity dwells on the phenomenon of the interest, on participants' real experiences which is naturally unfolding (Jarrahi & Newlands, 2024).

Seeking validity in accuracy of the research findings has gained attention in humanist qualitative research, hence, can be positioned, in a context of validation of themes and interpretations, and transformation (Rose & Johnson, 2020).

3.6.2. Reliability in qualitative research

Reliability refers to the consistency of the findings overtime and across different studies. In a qualitative research, reliability is closely associated with the concept of replicability (Jarrahi & Newlands, 2024). It is measured on the basis of consistency and stability of the results obtained from research; therefore, a study is considered reliable when it produces consistent results under the same conditions and over time (Kouam & William, 2024).

Reliability emphasizes the quality of the study, and its achievement depends on the ability and skills of the researcher in incorporating the subjectivity and reflexivity of previous studies (Azman, Hamzan, Razak & Zulkifli, 2024). It is inappropriate for human- related research, because the main concern of qualitative research is to understand shared human lived experiences, not the number of people who had experienced similar things, in order for it to be reliable (Nha, 2021).

The question asked is - whether the findings will be similar and reliable, if the phenomenon is investigated under the same circumstances?

To answer this, reliability can be achieved through variety of consistencies that demonstrate a study's rigorous and systemized nature. To achieve results that could be considered reliable, there should be a consistent documentation of methodological procedures, aided by development of study's detailed protocol and database (Rose & Johnson, 2020).

3.6.4. Reasons for validity and reliability not been ideal in a qualitative study.

The quality of the study in each approach should be judged on the basis of its own paradigm, and the quality of positivist paradigm is judged on the basis of reliability and validity. This makes validity and reliability concepts less applicable to qualitative research, leaving only qualifying check measures of validity and reliability, such as quality and trustworthiness being applicable. Validity and reliability are not binary concept in a qualitative study, rather they exist on a continuum, rather, these two attributes are disregarded in qualitative research, and they are redefined in terms of trustworthiness (Kouma & William, 2024).

3.6.5. The application of validity and reliability in the present study.

The context of validity and reliability are not applicable in the present study, because the nature of qualitative approach often takes a different approach towards these qualities. Given that ensuring replicability is neither a centre concern, nor feasible goal in qualitative research, has completely shifted the context of validity and reliability towards trustworthiness in a form of credibility, transferability, dependability and conformability (Jarrahi & Newlands, 2024).

3.7. Trustworthiness in qualitative research

According to Nha (2021) trustworthiness is gradually replacing validity and reliability in qualitative research. Trustworthiness refers to the systematic rigor of a qualitative research design, the credibility of the research, the believability of the results and applicability of the research method. It is the overall impression of quality associated with a research endeavor. Embracing trustworthiness in qualitative research enhances the epistemological understanding, the depth of literature, selection and deployment of data collection methods, and ways in which these aspects interweave with one another (Rose & Johnson, 2020).

3.7.1. Internal validity

Internal validity relates to the extent to which the findings of the study correspond to the intended reality of the truth or what actually exists and happens, and it entails credibility (Azman *et al.*, 2024).

3.7.1.1. Credibility

Credibility is thought of as analogous to validity, that is commonly used in qualitative research. A credible study that is empirically grounded convinces readers and other researchers of its trustworthiness and encourages them to read and work with the findings (Jarrahi & Newlands, 2024). Credibility in qualitative research helps to demonstrate internal validity and the extent of reality of the findings, based on the consistence of information provided by the participants from their perception and experience (Abidin, Patah, Majid, Usman & Zulkornain, 2024). To achieve credibility,

the researcher employed interview as a method to source out data. This helped to provide a thick description to aid comprehension of the social phenomenon. In other words, this is done by capturing the intricacies of the participants' experiences to provide rich and detailed description of a research context (Madhusudan, 2023).

3.7.1.2 Strategy for improving internal validity

i. Prolonged engagement

Prolong engagement strategy improves credibility; that means devoting sufficient time to the data collection methods, which helps to gain deeper insight. Long interaction with participants enhances the quality of the results and helps to understand the hidden facts and identify themes (UI Haq, Rasheed, Rashid & Akhter, 2023). There is no rule regarding the duration of engagement, it mainly depends on the nature of the study, and the instruments such as the researcher, the context and the data-collecting strategies, however, it is worth monitoring, because an over-involvement may cause disruption and negatively affect the accuracy of the results, as well as reliability (UI Haq *et al.*, 2023).

3.7.1.3 Application of credibility in the present study.

Credibility addresses the phenomenon of interest based on the lived experience, values and perception of the participants in this study. It relates to the data source, as well as the procedure through which the data was obtained and analysed (Jarrahi & Newlands, 2024). Credibility in this study was achieved through the use of interview method in collecting the data and it has enabled a close and active interaction between the researcher and the participants and constantly verifying the intended message of the participants (Abidin *et al.*, 2024).

3.7.2. External Validity

The process of external validity concerns how the findings were arrived at as ascertained by other scholars, as alternative evidence.

3.7.2.1. Transferability

Transferability refers to the external validity of qualitative research and it pertains to the degree to which the findings of the study could be extrapolated to alternative context or situations (Ahmed, 2024). Transferability or generalization of qualitative research findings is often difficult to achieve, unless the generalization is intended for a discovery of new enquiry through an exploration of a similar phenomenon from various angles and depth (Azman *et al.*, 2024). An efficient rich and clear narrative description is easily transferable and has the ability to improve the transferability potential of the study. A thick description is likely to provide detailed contextual information, and methods that would allow readers to assess the transferability of the findings (Ahmed, 2024)

3.7.2.2. Applicability of transferability in the present study

The researcher has provided detailed and comprehensive explanation to achieve transferability in this study. In terms of rich description that entails information on the data collection method, to allows readers to delve into a situation and evaluate the applicability of the findings to their similar situations (Azman *et al.*, 2024). Furthermore, this will allow future researchers and readers to evaluate relatedness or similarities of the findings and enables them to judge the applicability and relevance of the findings to their own situations (Ahmed, 2024).

3.7.2.3. Dependability

Dependability is a term used in qualitative research that represents reliability, it refers to the extent to which the study can be repeated and acquire similar results, although this could be seem quite difficult in a qualitative study, however, if the researcher has fully detailed all the phases, similar studies should be able to provide consistent results (Azman *et al.*, 2024).

Dependability in qualitative research is adopted to ensure the standability of the findings over time and ensure that the researcher adheres to the acceptable standards for a particular research design (Jarrahi & Newlands, 2024). It pertains to the enduring and unwavering nature of the study findings across time (Azman & *et al.*, 2024). In order for the present study to demonstrate dependability, the researcher has rigorously

documented the approaches, techniques used for data collection, analysis and interpretation.

3.7.2.4. Conformability

Confirmability relates to the extent to which the research findings can be confirmed and verified by other researchers under the same circumstances. It confirms how clearly the results, and the conclusion of the study was based on the data yielded from the participants' experience and perspectives, and not from the assumptions of the researcher (Jarrahi & Newlands, 2024). The findings of the present study were from the participants' points of view, their perception of the phenomena, and not based on the researcher's generalisability or bias.

3.8. Piloting the study

The process of piloting this study has ensured the relevancy of research questions and conveniency in participants' understanding of the quartinos. Furthermore, this study was piloted so that the researcher could ascertain the possibility of conducting research and improving the interview protocol. It, thus also increased the researcher's self-confidence in conducting interview sessions, helped to improve the questioning and probing skills of the researcher, as well as to estimate an appropriate time frame of an interview per participant. The pilot study also prepared the researcher to be ready with alternative solutions, in case a certain situation arises during the process of collecting data (Azman *et al.*, 2024).

3.9. Qualitative data analysis

Qualitative data analysis is a non-numerical and unstructured process of gathering, structuring and interpreting participants shared information and experiences, to best understand what it represents. It can be done through - content analysis, narrative analysis, discourse analysis, thematic analysis and grounded theory (Dye, 2021); a thematic analysis was performed on the data collected from this study.

3.9.1. Thematic Analysis

Thematic analysis is an integral component of qualitative research, and it provides an entry point into analysing qualitative data (Hacker & Kalpokas, 2024). In this study it was applied to deduce the meaning behind the participants' words and experiences, and it was accomplished by the process of discovering themes, which revealed key insight in the data. The process of analysing data through this method is intricate, as it is complex to categorize and understand themes, especially when each piece of data varies in context and structure. ATLAS.ti was used to simplify this process (Dye, 2021).

3.9.2. Steps in analysing qualitative data using the thematic analysis method

Step 1: Gathering data

The researcher gathered or collected data by interviewing participants and reviewed the transcript to fully understand the meaning of the content and to see if the data provided was relevant and matches the study's objectives (Dye, 2021).

Step 2: Connect and organize data collected

After data has been gathered and reviewed, thematic analysis helped to organise it, as it was unstructured and requires to be organized, in order to make it relevant to the research and research audiences. This step was used to sort data into themes, to determine which of them appeared often and to identify patterns among those themes (Hacker & Kalpokas, 2024).

Step 3: Coding data

Coding is a process of identifying key words and assigning them to a category of meaning; it entailed labelling and organizing data themes, to find trends in the data and relationships among the themes (Dye, 2021).

Step 4: Analysing data and finding meaningful insights

This process entails attaching meanings and significance to the data, it is also about ensuring that each insight is distinct and has enough data to support it. The researcher analysed the data by sorting through the codes that emerged from the data, and drawing meaningful correlations from them (Dye, 2021).

Step 5: Report on your data

The researcher has used ATLAS.ti. software to analyse and report data, this software, has helped to identify themes, which were developed from the frequent codes (Dye, 2021).

3.9.3. Using ATLAS.ti

The process of analysing data manually can be time-consuming and it is possible for a researcher to miss nuanced data, thus, it may be necessary to use software to help with analysing data thoroughly, because software is designed to identify themes within large data set (Hacker & Kalpokas, 2024). The software used in this study (ATLAS.ti) broke down the data into quotations and reduced it into set of codes. The code frequencies helped to gather and develop themes that were socially constructed (Hacker & Kalpokas, 2024).

3.10. Ethical considerations

The participant of the study was briefed on what the information they had shared was going to be used for, before the interview took place. Also, there was a verbal agreement that the data was going to be used only for this study' purpose and was not going to be shared with any third parties. Participants were also assured that this research is not going to bring any changes nor have implications on their socio-economic lives. The researcher sought an informed consent from the participants, and they signed a consent form as a way of agreeing to participate on the study. Participants were assured that, their identities will not be revealed as they will be given pseudonyms, and that the use of deceptive practise will be avoided. Lastly, participants were made aware that this study will not cause them any harm and they can withdrawal from the study, at any time should they decide or feel a need to do so.

3.11. Summary of the chapter

The philosophical foundation of this study was positioned on methodological assumption, guided by the research design, methods and techniques as well as informed by interpretivism paradigm. This study adopted a qualitative approach to gain in-depth understanding of human behavior, and the reasons for hybrid entrepreneurship, by analyzing human experience and behavior, using a non-numerical approach.

In addition, this study adopted an exploratory research design with a purposive sampling, to ensure proper representative of a sample, and the diversity within the population of interest, enhancing the richness and depth of the data collected. This has contributed much to the relevance and significance of the study and drove the researcher's focus towards the most pertinent aspects of the phenomena under investigation. To properly review if all cases meet the predetermined and significant criterion that are generally used in quality assurance efforts, the study adopted criterion sampling method, and its sample was informed by a saturation point.

Furthermore, this study demonstrated trustworthiness from transferability, credibility, dependability and confirmability of the findings. Adhering to these principles enabled a close and active interaction between the researcher and the participants enabling a constant verification of the intended message of the participants. Furthermore, prior to the actual data collection, the study was piloted to provide the researcher with an experience in the reality of conducting research and to improve the interview protocol.

The findings of the present study were analysed through a thematic process using ATLAS.ti. software to deduce the meaning behind the participants' words and experiences, and it was accomplished by discovering themes, which revealed the key insights in the data.

CHAPTER FOUR: FINDINGS

4.1. Introduction

This chapter presents the research findings summarised in themes generated from the participants' data or information. The investigation was on identifying the factors contributing to the establishment of hybrid entrepreneurship, the challenges faced by hybrid entrepreneurs and recommended strategies that have been implemented in ensuring the sustainability of hybrid entrepreneurship. These data were analysed and interpreted through themes, codes using ATLAS. Ti and supported by quotations from the participants.

Figure 2: Participants' demographic details

Participants	Employment status	Business type	Business operation duration	Geographical location
Participant 1	Deputy Director for Sports, Recreation and Library Services for City of Tshwane region 5	Prepacked chicken meat	7 years	Ekangala (Tshwane region 7)
Participant 2	IT specialist	Dangerous goods		Cullinan
Participant 3	EPWP employee at Cullinan Library	Service delivery (bike)	1 year & 4 months	Cullinan
Participant 4	Chef at Cullinan Premier restaurant	Catering and baked products	4 years	Refilwe

Participant 5	Agriculture Training specialist	Service provider- agriculture training facilitation	1 year 3 months	Refilwe
Participant 6	Car- operator	Clothes, hair and snacks	10 years	Mamelodi
Participant 7	EPWP employee at Cullinan Library	Artists (drawing), shoe wash and animal breeding	12 years	Cullinan
Participant 8	Microbiologist	Poultry farming (chicken broilers)	8 years	Cullinan
Participant 9	Business Advisor at SEDFA	Property rental (rooms)	24 years	Garsfontein
Participant 10	Regional Facilitator for Co-Operatives at SEDFA	Business consultation	11 years	Pretoria East
Participant 11	Chapter assistant at Cullinan Diamond mine	Fast food (Kota & chips)	3 years	Refilwe
Participant 12	Program Librarian for City of Tshwane region 5	Décor	3 years	Refilwe

Participant 13	Hospital Administrator	Micro franchise - iNuka	3 years	Mamelodi
Participant 14	EPWP employee at Cullinan library	Cash loan	2 years	Refilwe
Participant 15	Business Advisor at SEDFA	Bike service deliveries with Checkers 60 and Pick n Pay	1 year & 2 months	Boardwalk Heights- Olympus AH Pretoria
Participant 16	Business Advisor at SEDFA	Auto mechanic	7 years	Pretoria West
Participant 17	Multi Operator and Assessor at Cullinan diamond mine	Snacks and spices	2 years	Refilwe

4.2. Factors contributing to the establishment of Hybrid Entrepreneurship

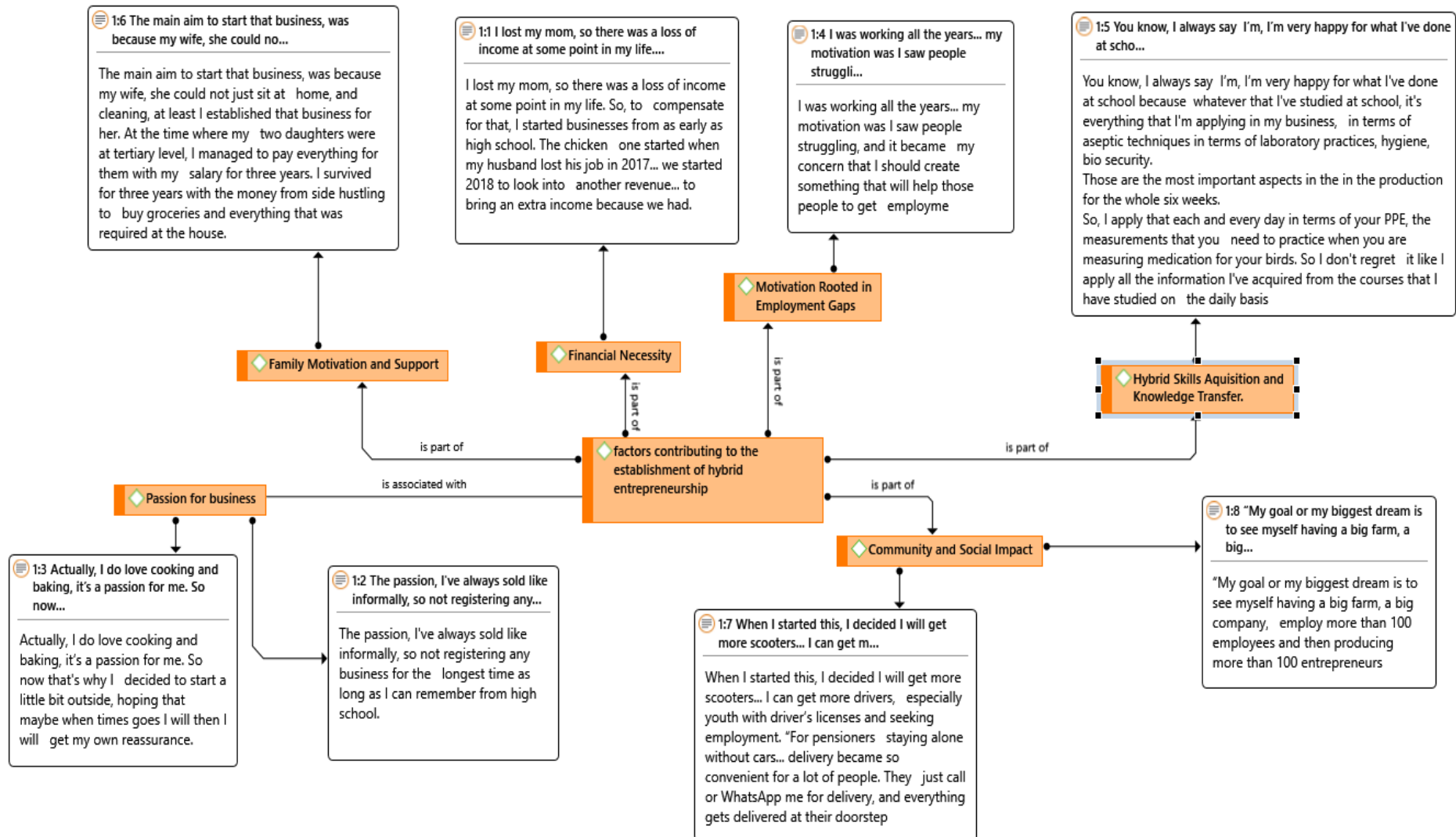


Figure 3: Factors contributing to the establishment of hybrid entrepreneurship

4.2.1. Financial necessity

According to the data, among the factors compelling participants to combine formal employment with a self-employment, the most significant was financial need. The respondents often noted fluctuations and irregularities in income from their businesses, although most of them, only partially depended on entrepreneurship. In the words of one participant, the desire for more money necessitated engagement in mainstream working:

"The business I was not running in a way that it gave me a monthly income that I can survive with... That's why I applied for a job so that I can maybe grow it and also make it bigger." P12

Another reason for participants seeking employment alongside owning a business was to have a fallback plan; so as to meet basic necessities. The dual-income strategy ensured that they cope with the uncertainty that is associated with most income-generating entrepreneurial enterprises, as another participant pointed out:

"For me, I had the business before I was employed, so I just never stopped. Because the job makes sure my bills are paid because with business you never know when the client is going to pay you or if they're going to pay you, because sometimes we give them credit. But the money is better when you're having both." P10

Participants acknowledged that they are more concerned with little risks in business, some cited large profits as their primary motivator. One participant noted that they "entrepreneurs" started their businesses because they needed more money and because they understood that having more money would provide security in a stable business environment: The participant stated the following:

"Because I love money, with me it was purely for the love of money, and then I knew that for that type of a business, it's low risk. Yeah, low risk, the chances of failure are like slim, that was the motivation." P15

The study also reveals that formal employment acts as a financial background that can support entrepreneurship, apart from being a source of financing that can effectively meet all the financial risks related to business ownership.

4.2.2. Passion for business

Participants stated that they had a passion for business and a desire to develop it when asked why they started a company. This participant expressed her passion towards décor:

"I just enjoyed decorating, not just decorating for parties, even in the house or anywhere, or if you see my notes. You'll see the decorations, so it came from I think passion." P12

Some participants felt that their experiments had to result in good changes to their communities. This participant described how his agricultural career has provided a future for this town:

"That is where I found the passion in agriculture, and then I diverted to facilitating for someone and realized the need of empowerment for the community. I love giving back to the community, I really enjoy it." P5

These findings demonstrate the range of incentives that propel participants to get involved in a company. Incentives, desire for community service and passion, underscore the fact that entrepreneurial motivation is not a single, consistent factor.

4.2.3. Motivation rooted in employment gaps

Participants also mentioned that one of the main factors influencing the formation of new businesses is the perceived entrepreneurial prospects presented by job gaps. The identification of talent gaps in particular industries inspired some responders to fill these gaps through their businesses. Given their proficiency in agricultural operations, one participant felt inspired to advocate for the dissemination of their knowledge and skills in order to combat unemployment:

"I have conducted research... and found that there is a lot of gaps in related to employment... there is a shortage of skill. So, I've realized that with the skills of agriculture... you can go far and become a better entrepreneur. I ended up doing this kind of business in order to transfer the knowledge and skills to people so that they can empower themselves and close the gap of being unemployed." P5

Participants stated that they have read and heard that unfavourable attitudes have an impact on employees' job performance since they do not provide enough opportunity for advancement within their respective fields. Some respondents noted that they were compelled to engage in additional self-employment activities that were in line with their skills and passions due to high degrees of unhappiness with career plateauing and limited job options in their professional sectors. As one participant clarified:

"Within my field there are no job opportunities. I've been working in the laboratory as a microbiologist for more than 12 years without any promotion. I saw more space in the agricultural side... my first qualification, biotechnology, is more versatile and has more opportunities within the agricultural space." P8

These accounts shows that skills deficiencies and lack of job mobility represent prompts for establishing ventures, which helped participants to generate jobs for themselves and other individuals.

4.2.4. Hybrid skills acquisition and knowledge transfer

The participants revealed that learning from professional and personal experience, as well as acquiring soft and vocational skills, improved their experiences. They cite acquiring broader abilities that enhanced their general freedom and flexibility as well as their formal employment practices.

"We do consult with SMMEs so, when an SMME comes here I'm able to understand, and advise them correctly, because I understand cash flows, I understand the stress of owning your own business. Also, I understand what it means if you're not a hard worker, and what you can do so that you avoid your business going down." P9

Some of them gained leadership experiences and skills from their professional settings, which they then implemented in their enterprises. This participant highlighted how they cultivated their leadership and inclusivity viewpoints in their industry:

"Through my business, I am developing myself into becoming the leader that I wish I had, so whatever that I'm learning from my profession side, I try to make sure that whenever I go to my business, I try to change it a little bit, so that it suits everyone."

P8

By applying the knowledge, they had gained in the workplace to their enterprises; at some point this contributed to the establishment of side-businesses. One participant explained how his achievement at work has motivated him to start a business:

"Working as a business advisor have inspired entrepreneurship in me because before I even started working as a business advisor, I wanted to start businesses, but I didn't know how.... What also motivated me is the success rate that I have in terms of developing companies. I have a lot of people that have assisted from zero turn over to multimillionaires" P16

Furthermore, the transfer of knowledge and skills acquired from workplace to their enterprise, has improved participants' technical and customer service skills. One participant explained how her prior work experience had improved her tolerance, productivity, and ability to interact directly with customers in the food processing industry:

"The work did help me a lot when it comes to the business side. At least I know how to handle food, how to handle the customers. Actually, I think it gave me something, some skills, something that I didn't know that I can do... I see that I'm more patient on cooking now, actually, it's working good for me." P4

One participant asserted how the formulation of a side-business alongside formal employment gave him experience and business expertise, suggesting that the experience from the workplace is crucial to starting an entrepreneurial endeavour:

"The knowledge and experience that helped to start the business, I got it through my workplace." P5

The findings illustrated how entrepreneurship and professional learning interacted over time, as well as how participants changed their approach so that they started to apply their knowledge and abilities as teachers and practitioners in their businesses.

4.2.5. Family motivation and support

In their ventures into business, participants highlighted the importance of family support and encouragement. Family members frequently offered participants both emotional support and practical help, allowing them to balance the demands of both working and running a business. One participant described how his spouse made a significant contribution to the company's operations, keeping it running smoothly even during hectic times:

"Mostly my wife is also helping on the business side, if sometimes I'm not able to manage both the work and business, then my wife also helps with baking. If I had to be cooking and produce stuff, then she also goes there first, then when I finish at work, I will go work on the business." P4

Some participants needed additional funds and the ability to work on things at their own pace because of family issues. One participant described how family obligations, particularly the need to provide for his siblings and the associated financial difficulties, prompted them to pursue entrepreneurship:

"What motivated me was family challenges. I've got three younger sisters at the time, all three of them were not working, and one had a child by then. Also, I just needed to generate more income and just be flexible in life." P9

4.2.6. Community and social impact

There was also deliberate intention by the participants to make a difference in their communities with a majority using their businesses to teach. Training and knowledge sharing were mentioned as two of the most important factors of their fight against social issues. As one of the participants pointed out, he is an investor who mentored

in agriculture and assisted people to get down to practical matters and became confident in producing their foods:

"I train people on agriculture... I mentor them wherever possible, even if you haven't been trained by me. If you are interested, especially in technology... I guide them through or visit you and then show you what to do." P5

The participant also demonstrated strong altruistic motives while explaining how he derives satisfaction from what he gives and to whom he volunteers his time. His efforts were targeted at capacity building in order to achieve the goal of enhancing the quality of life of a given client.:

"For me, it's peace of mind because I do something that I love, I love giving back to the community, I really enjoy it. So, besides money and stuff, I just enjoy what I do, and I just like it when people are empowered. I just like it when I see differences, changing people's lives, which is my motive: changing people's lives because at the end of the day, when you get to teach them how to produce their own food, they gain independency and it's very enlightening to see someone who never thought they can produce something actually doing it." P5

These findings bring into perspectives, the need to understand the dynamics of family influence in the entrepreneurial initiatives of the participants and the ways through which these are supported by community welfare-oriented goals, due to the fact that business projects are often the outcomes of personal and social factors.

4.3. Challenges faced by Hybrid Entrepreneurs

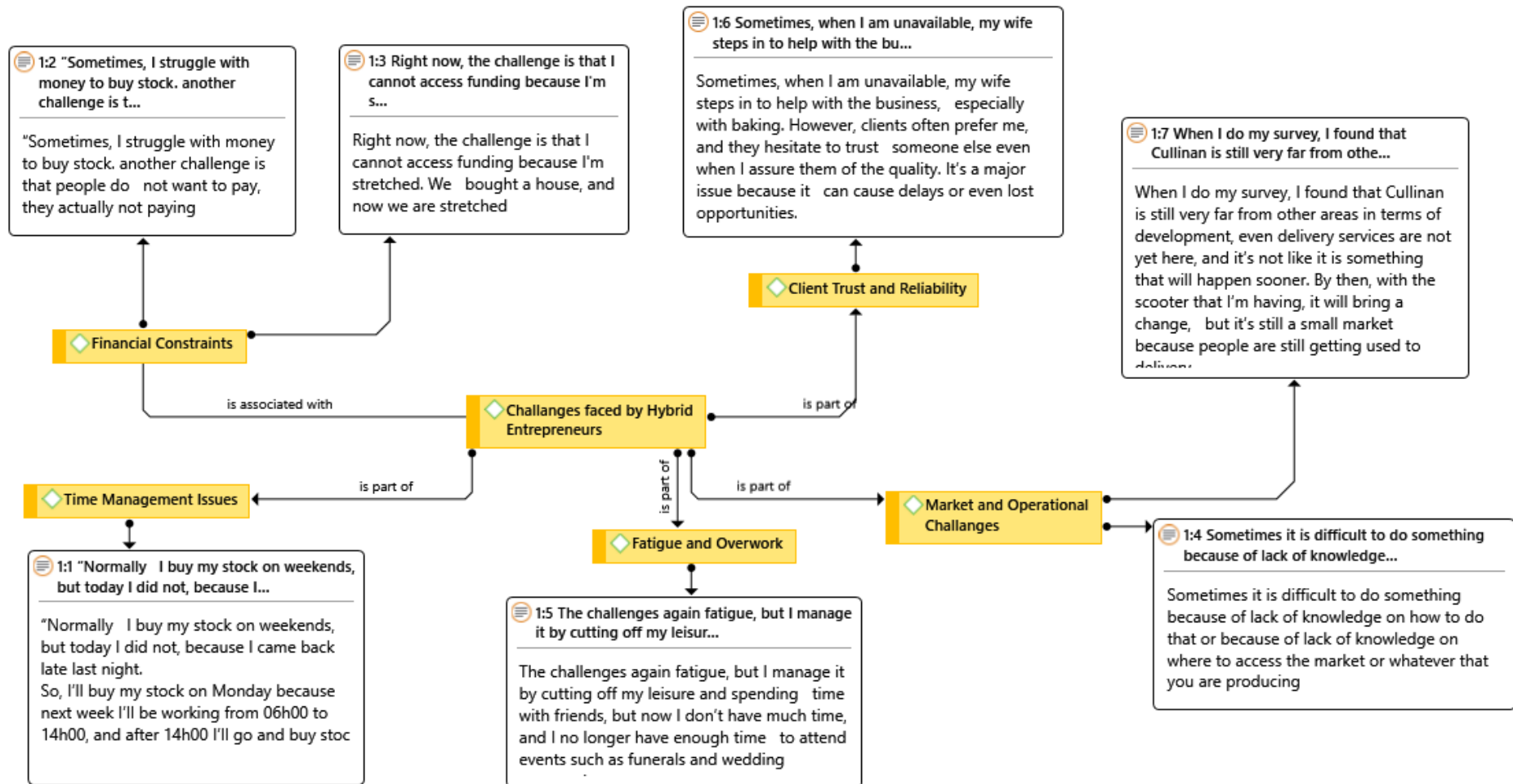


Figure 4: Challenges faced by Hybrid Entrepreneurs

4.3.1. Time management issues

A number of participants mentioned how their professions and business endeavours left them with little free time. There was not much time for them to attend to their enterprises because their formal employment seemed to be quite demanding and took up most of their time. According to an interviewee, there was little time for managing business investments and exercising operational control because of the numerous responsibilities assigned at work and those that need to be completed even beyond working hours:

"I think you will not spend enough time at your business because you are working, but your work prescribes how much time you must spend during your work, and again, it's unfair on your business when your work interferes with your after work... when you are property auctions or construction, you are not able to go and monitor your investments because of work commitments... And once you delegate certain powers, you lose leverage, people start to take advantage and can even steal from you, that's the big challenge here." P9

Similar concerns were expressed by several participants, some of whom claimed that they had little time for an enterprise because they were having trouble balancing their business and their strict job schedules:

"Yeah, it's sad because I don't have time for the business because, you know, the work it's demanding. I have to be here at work but whenever I get spare time, I can go to the business." P7

Furthermore, loss of personal time was reported to have a social cost, including lack of enough time for leisure and missing out on important functions. One participant explained:

"Time, my social entertainment, also is affected because I need to focus on the business, and financial constraints... I took my personal budgets so to balance the business." P13

Time management is crucial in hybrid entrepreneurship, knowing that there is only so much one person can do, balancing both professional work and self-employment responsibilities can be very difficult.

4.3.2. Financial constraints

Some of the financial issues raised by the participants included the issue of operation costs. Hybrid entrepreneurs are limited pertaining to financial support opportunities from government organisation, because the salary from the professional employment is identified as the source of income, therefore, this hampers their cash flow and business growth. One of them pointed to transport costs, especially concerning the movement of business equipment:

"So, my challenges are those and also transport is my other challenge because I deal with huge things like chairs, tables, and stretch tents... I always hire transport, which is also costly, and if I get any event far from here... it's expensive." P12

Another challenge reported by the participants experienced was accessing adequate capital for business expansion especially when they are at the embryonic stages. A participant talked about the use of her own money to start the business channel, and the struggles involved in coming up with enough capital:

"First time starting this business, I used my pay and bonus. That month we did not even buy grocery; we only bought food for the kid. We just used the money on buying equipment to start the business." P11

Another participant pointed out the difficulties in recovering credit from relatives of clients who had passed away and the difficulties in generating income from overdue debts:

"This month people pay but you'll never get a month where people are paying 100%... When people die, people die with our monies... because it's credit, so people actually die with our monies, and we don't have a way of recovering our monies from their families." P1

Participants also complained about lost business opportunities, like missing a contract or an event, that are typically caused by their formal employment. One participant recalled that opportunities in his industry are impeded by his employment obligations:

"I also lost a contract with Ballworld because SEDA had an event on the same day where I was invited to come and present, so I lost a business opportunity." P16

These results point out the time and money pressures of individuals engaged in both employment and enterprise activities. The processes of bargaining and balancing of demands required to handle both a job and enterprise at the same time, were very challenging.

4.3.3. Market and operational challenges

Market competition, which clearly restricts business growth, and operational resource issues, such as the acquisition of capital, financial, and human resources, were other cross-market factors that were mentioned. This challenge is not specific to hybrid entrepreneurs, but unlike other businesses or forms of entrepreneurship, the shaky operation of hybrid enterprises makes it difficult to compete in a market with full-time enterprises. Catching up with recent market trends and identifying the market niche, that would give business stability and growth, is very challenging for hybrid entrepreneurs with limited time to compete with full-time entrepreneurs who have their whole time and attention fully devoted to the business. Many participants complained about their businesses' shaky operations as a result of seasonal market trends. One participant talked about how difficult it has always been for them to identify a market niche that would give them stability in establishing themselves as a supplier of distinctive goods in a highly competitive market:

"At the moment, I'm faced with difficulties of growing, because of the competition that is out there. That is why I said like I try each and everything... But at the moment I don't have that, I'm still hustling." P2

Another issue that was highlighted is competition for resources, which is a common challenge to entrepreneurship in general, but its more challenging to hybrid entrepreneurship, because of its uncertain operations; early-stage hybrid

entrepreneurs experienced resource scarcities. One participant confirmed that this concern ended up overshadowing other efforts in meeting certain set financial goals:

"At this moment I'm still struggling to get everything that I need. I did buy some stuff little by little for my restaurant, but now I didn't have the place yet... I need to get the place or something like that." P4

Some of the enterprises rely on the weather and seasonal fluctuations which had an impact on the location. A participant described how the shoe-drying schedule was impacted by the lack of sunlight during a season. Planning is very difficult and was causing challenges in getting customers; what also makes it complicated for one hybrid entrepreneur to operate is the time and the weather which have to be favourable to dry shoes:

"The other challenges from the business side, is that when it's winter, the business goes up and down... that's one big challenge." P7

4.3.4. Fatigue and overwork

Most participants were exhausted from juggling their work and business obligations, making it impossible for them to have personal life or leisure activities. One participant talked about how they had to suffer and sacrifice personal time and money for the business, which also took away from their free time:

"The challenges again is fatigue, but I manage it by cutting off my leisure, and spending time with friends, but now I don't have much time, and I no longer have enough time to attend events such as funerals and wedding ceremonies." P11

Another participant talked about how his formal job and business obligations conflicted and how this results in fatigue:

"Sometimes at work you need to maybe work until late and at the same time you need to go for your businesses... sometimes say you are tired, coming from work and you have to do your own thing, so yeah, it's a little bit tiring." P4

Hybrid entrepreneurs, hence, are more exposed to the risk of suffering fatigue due to overwork as compared to full-time entrepreneurs.

4.3.5. Client trust and reliability

Participants also mentioned problems with client dependability and trust, particularly when doing business on credit, especially with hybrid entrepreneurs as they may not have much time to follow-up on payments. One participant expressed how difficult it was to follow-up on clients:

"At times I had to take off from work and look for the clients, while it's still early before they run away with my money. At some point I had to knock off early to look for clients"

P14

One of the participants demonstrated how, lack of payments hampered cash flow and business operations:

"Some of the clients take goods on credit, and when it's time to pay, they delay... it's a constant back and forth that affects my cash flow and stock replenishment." P6

Other participants expressed dissatisfaction over issues of untrustworthy clients and the occasional financial loss. One participant demonstrated how to eliminate rogue clients:

"I faced challenges while starting; it was not easy because I met people I didn't know and had to risk helping them with money. The next thing, when you're looking for them, you can't find them. Now, I've learned to filter out bad payers and stick to trusted clients." P14

These challenges exemplify the complexity of factors that participants may encounter in - market competition, organizational problems, time limitations, and lack of client dependability.

4.4. Strategies implemented towards the sustenance of hybrid entrepreneurship.

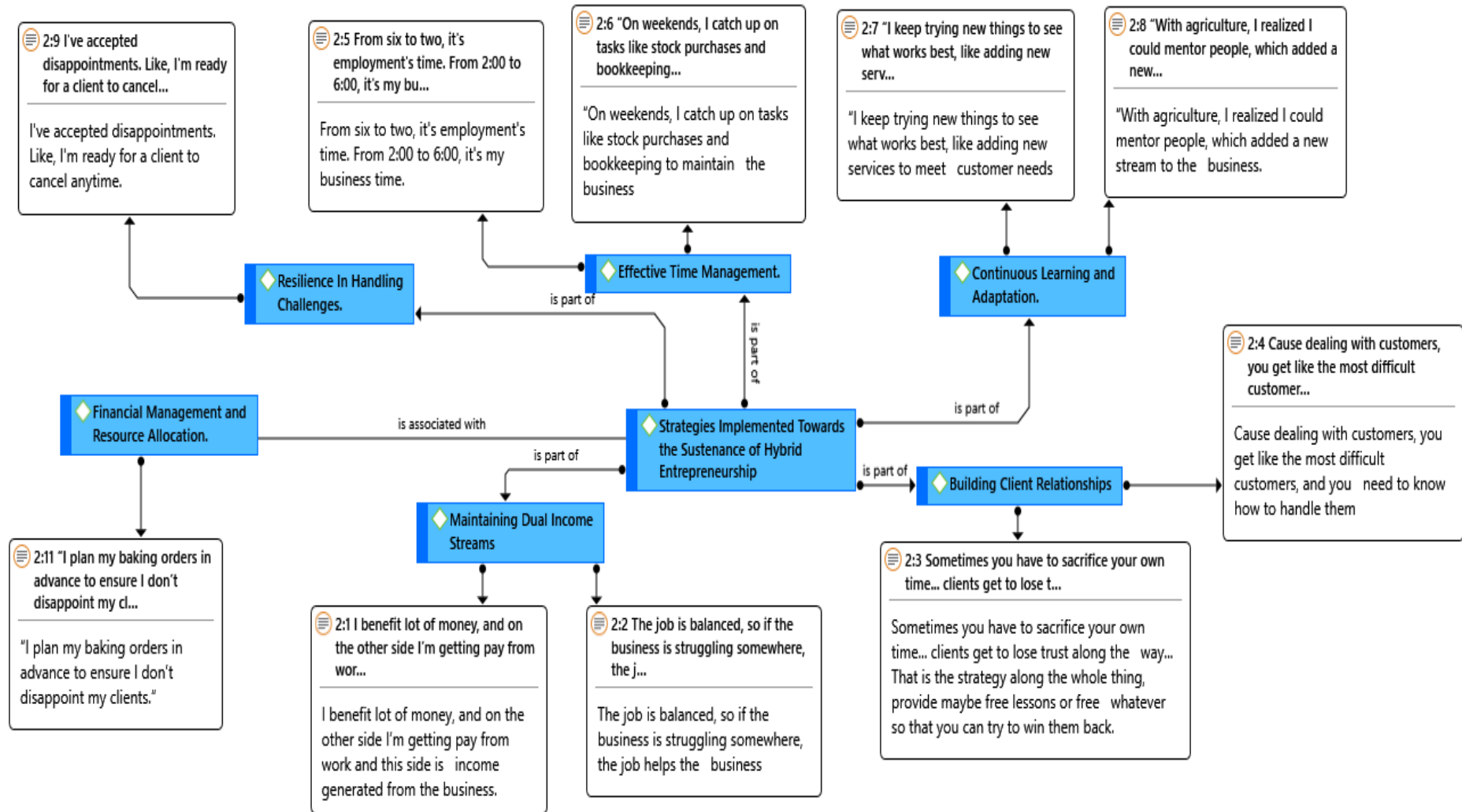


Figure 5: Strategies in sustenance of Hybrid Entrepreneurship

4.4.1. Maintaining dual income streams

Participants emphasized the importance of setting up backup work framework and providing appropriate support to the enterprises through the use of a diverse double-income plans. Some learned how their formal jobs' income can support the establishment and operation of enterprises. One participant described how his job served as a source of funding for the investment into his business operations:

"The money I'm getting from my work, it also helps me to expand or grow the business." P3

Some argued that it was good to have monthly income together with the occasional business income. As one participant explained:

"Yes, because even myself I love having them both, it is just that things from my business side are not going well currently, but having both brings extra income." P14

4.4.2. Building client relationships

Participants during the interview acknowledged that deep, long-term client relationships are necessary for the majority of successful side-businesses. Communication, establishing trust, and comprehending the client's expectations were the three main issues raised. One participant emphasized the necessity of having a robust clientele that would allow for the profitable delivery of high-quality services:

"The important thing about it, is not to have too many clients, have few clients that give you good money. Then we can manage it properly." P10

Another participant focused on the social skills that are used when dealing frequently with aggressive customers as something that is important in maintaining long term customer relations:

"Cause dealing with customers, you get like the most difficult customers, and you need to know how to handle them." P1

4.4.3. Effective time management

For those balancing work and entrepreneurial obligations, time management surfaced as a major difficulty. Prioritization and strategic planning were crucial for fulfilling formal work and commercial obligations. One participant explained how maintaining a proper balance is necessary to prevent conflicts between work and side-businesses' commitments:

"You've got to be there from 9:00 to 5:00, and then you've got a client that might need you... Now, how do you convince that client to see you after hours? It's a very difficult thing to juggle." P10

Others stressed that time, free or otherwise, should be invested towards the furthering of the businesses' opportunities, such as internet marketing or client acquisition:

"Doing business and working at the same time is not simple. I just need to create the time to ensure I meet the clients and have time on social media so that I can advertise my business online." P13

4.4.4. Continuous learning and adaptation

In order to be flexible with regard to field trends, organizations work to build long-term education and training. Continuous learning and the collection and sharing of information were regarded as best practices that promote efficiency and competition. One participant gave an example of how he used the internet to improve his business operations:

"I spend the time on the internet checking on the businesses that are in the same line with mine, researching on how they are doing their businesses." P3

Others leveraged insights from their professional roles to provide innovative solutions to clients within their industries:

"Now you get to your job, and then you've got a client in the same industry. So, you're able to advise them... and this is how they are improving." P10

4.4.5. Resilience in handling challenges

Resilience was a recurring theme, as participants navigated various challenges with determination and adaptability. One participant described his proactive approach in identifying and addressing business gaps:

"I keep a close eye on what's missing and prioritize addressing those gaps immediately." P7

Others learned valuable lessons in managing personnel and maintaining operational discipline. One participant reflected on how he adapted his management style to ensure efficiency:

"I learned how to fire people... if you're not working, I fire... so that's the one thing I learned here, I'm no longer too polite." P15

4.4.6. Effective financial management and resource allocation

Participants pointed out the need for financial discipline and resource allocation in balancing employment and business expenses. Employment income often acted as a financial safety net, providing critical funding for business needs. One participant explained how he used his salary to cover business expenses when cash flow was tight:

"If the business doesn't have money for material this month, then I can still use the money that I get from work to fund my business." P7

Participants also looked at obtaining outside funds or sponsorships, yet getting start-ups was still difficult. As one participant mentioned:

"Slowly and surely, I'm getting there, because I get to meet sponsors... but for those who have seen my work, they are very happy with it." P5

The results demonstrate the participants' tenacity and resolute in managing clients, resources, and other matters that are essential to the overall success of business operations while maintaining the dual revenue-generating activities.

4.5 Summary of the chapter

The findings of the present study demonstrated that hybrid entrepreneurs combine side-business with professional employment because of financial necessity and passion and interest. The participants indicated that some of them venture into hybrid entrepreneurship for personal growth with a motivation rooted in helping others fill in employment gaps and for acquisition of skills and transfer of knowledge (spheres of empowerment) across formal employment and side business. Others do it for -social motivation and support, community and social impact, also, for family support. Furthermore, it was found that hybrid entrepreneurs have a variety of challenges, which include - time management; financial constraints; market and operational challenges; fatigue and overwork as well as clients not being trustworthy or reliable. The researcher then took the initiative to investigate strategies that can be implemented for sustainability of the overall hybrid entrepreneurship, that might mitigate the above identified challenges. The findings presented the following strategies: the maintenance of dual income stream; building client relationships; effective time management; continuing learning and adoption; resilience in handling challenges; and lastly effective financial management and resources allocation.

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.1. Introduction

This chapter discusses the results from the present study and previous ones intended to provide insightful answers to the questions posed at Chapter One and their relevance to the aims and objectives of the study.

5.2. Factors contributing to the establishment of hybrid entrepreneurship

Hybrid entrepreneurship is one of the most complex forms of entrepreneurship, because of its multifaceted operations (the combination of formal employment and self-employment). A thorough examination of the factors contributing towards its establishment within the City of Tshwane has yielded the insightful results which are discussed in the sections following.

Firstly, financial necessity has been a recurring theme, as one of the key factors for hybrid entrepreneurship. For an instance participant 12 indicated that the reason they professional employment with a business was because of financial necessity, since the business alone could not cover all the financial needs, thus, dual income has been a coping mechanism against financial uncertainty and income loss that can arise from one source of income. Hybrid entrepreneurship provides financial stability and safety for; this ensures resilience and mitigates income irregularities. It further provides a cushion in case anything happens to either income sources, then both income streams will not be completely cut off (Todorov, 2021).

The benefits of hybrid entrepreneurship extend far beyond financial gain, influencing various aspects of an individual's life and career (Maguire, 2024). Passion was another diverse factor identified, that is influential towards the establishment of hybrid entrepreneurship. From the findings, participants pursue their business of interest to explore their passion that may be limited towards their professions, thus, at times they feel that their side-jobs had resulted in good changes to their communities, not necessarily only commercial benefits.

Side-businesses reignite individual's interest for the projects they had passion for, not necessarily for alternative sources of income, hence, hybrid entrepreneurs can experiment with their passion interest in their business sectors (Diehl, 2022).

Another key factor of hybrid entrepreneurship discovered in this study is the career gaps. Career plateauing and limited skills enhancement opportunities in certain professions and industries play a vital role in compelling individuals into establishing side-businesses. For individuals who are looking forwards to advancing their skills and career, they are combining both spheres to enhance personal growth, especially when both spheres are complementary to each. Not having the outlet for personal advancement within the profession side of work, compels individuals to seek for conducive environment that inspires their creative side, and a side business could do just that (Todorov, 2021).

Furthermore, hybrid entrepreneurship offers opportunities to develop and diversify skills, which allow individuals to acquire new skills that may enhance their employability in the long run (Maguire, 2024). The findings of the present study illustrated how entrepreneurship and professional learning interact over time. The one of the participants has illustrated how the skills acquired from the side-business have enhanced his professional skills *"We do consult with SMMEs so, when an SMME comes here I'm able to understand, and advise them correctly, because I understand cash flows, I understand the stress of owning your own business"* (Participant 9). It's evident that hybrid entrepreneurship can enhance one's skills in both spheres if especially when they are complimentary to each other.

According to Diehl (2022) new skills enhance individuals' interest in starting a side-business, that could not be cultivated at the formal employment, thus, engaging in hybrid entrepreneurship helps to develop more experience for future endeavors. Thus, skills and knowledge acquired from the side of side-business can be easily transferred to professional employment and vice versa. Also, the experience in terms of work ethics, communication and so forth, obtained from professional employment could be implemented on the side of self-employment. Thus, it provides hybrid entrepreneurs with general freedom and flexibility in their business and formal employment practices.

The present study has also highlighted the importance of family support and encouragement. The emotional and practical support from family helps in enhancing business productivity and proficiency. One of the participants illustrated the importance of family support in hybrid entrepreneurship *"Mostly my wife is also helping on the business side, if sometimes I'm not able to manage both the work and business, then my wife also helps with baking"* (Participant 4). Therefore, physical support from family, pertaining to business operations, allows hybrid entrepreneurs to balance both formal employment and a side business, without pressure. On contrary some of side businesses were established to help out the family, not the other way round, thus, family support is in both ways, the family members assisting in the development of a side business, and a side- business supporting the family financially, and by creating employment for in a long run. This was affirmed by the study of (Chauhan, Chauhan, Singh, Mahlawat, Kumar & Singh, 2024), it postulates family involvement plays a vital role in the establishment of a side-business and influences the behaviour and decision-making in the side-business. The family can provide financial resources and access to social networking and physical support, by taking charge of the business in the absence of the owner

Some individuals are compelled to establish side-businesses, because of their motive to solve social issues within their community, and they provide support to the community by commercializing their skills through providing training to the community that enhance employability skills and job opportunities for the community. For an instance participant 5 said that she likes it when she sees and makes differences in people's lives, which is her motive behind the establishment of a side-business. On the other hand, the community also plays a vital role in the success of the business, because if a side-business is targeting the community in which it is established, their support for the businesses increases their potential to growth, therefore, hybrid entrepreneurs should be involved in providing altruistic projects that help the community (Todorov, 2021).

5.3. Challenges faced by hybrid entrepreneurship

Through a deeper understanding of hybrid entrepreneurship phenomenon, this study has discovered that hybrid entrepreneurs are not exempted from challenges, like other businesses. The present study has identified time management as one of the major challenges in hybrid entrepreneurship, *"it's sad because I don't have time for the business because, you know, the work it's demanding. I have to be here at work but whenever I get spare time, I can go to the business."* (Participant 7). Especially at a start-up phase where it requires a great deal of fortitude, of a side-business. This normally leaves strictly limited time to execute control over the operations of a side-business, as compared to full-time entrepreneurs. Hybrid entrepreneurs generally have limited time to balance both spheres (Beattie, 2022).

Another key challenge faced by hybrid entrepreneurs are financial constraints and exclusions. Participants made mention of late payments from customers who hybrid entrepreneurs at times fail to follow up with, due to their uncertain operations and limited time. Hybrid entrepreneurs miss out on financial support opportunities, as impended by formal employment obligations, *"I also lost a contract with Ballworld because SEDA had an event on the same day where I was invited to come and present, so I lost a business opportunity"* (Participant 16). Also, it is very difficult for hybrid entrepreneurs to acquire financial support, because most investors are reluctant to finance these types of businesses, as they fail to understand where their value lies (Davis and Chambers, 2018).

According to Cilliers (2024) it is difficult for hybrid entrepreneurs to identifying prospect market, because their divided attention to side-business operations, thus it is very difficult to properly engage in the market need and trends as compared to full-time entrepreneurs. The present study has found that it is difficult for hybrid entrepreneurs to identify a market niche that would give them stability in establishing themselves as a supplier of distinctive goods, in a highly competitive market. *"At the moment, I'm faced with difficulties of growing, because of the competition that is out there"* (Participant 2). This is evident enough that side-business finds it to compete with full-time entrepreneurs who have their full attention and time and focused on their businesses.

The other key challenges identified were fatigue and overwork. Hybrid entrepreneurs are overworking themselves, as a result they end up cutting off leisure and family and resting time to get some of the tasks done and this is likely to result in fatigue, thus one of the participant complained about insufficiency of time to tackle both sphere *“sometimes at work you need to maybe work until late and at the same time you need to go for your businesses”* (participant 4). Thus, hybrid entrepreneurs should adopt flexibility that will enable them to work at their own pace and reduce the pressure, because the claims made on burnout are all resulting from misalignment of one’s priorities (Maguire, 2024).

The present study has identified issues with client trust and reliability, *“At times I had to take off from work and look for the clients, while it’s still early before they run away with my money. At some point I had to knock off early to look for clients”* (Participant 14). Lack of trust in clients pertaining to credit sales and late payments is one of the biggest challenges faced by hybrid entrepreneurs, and it hampers cash flow and the operations of the side- business. However, it is the responsibility of entrepreneurs to build client trust, but this process requires commitment from both the owner and the client, which is very difficult for hybrid entrepreneurs to build such relationship, because they do not have much time to commit to the businesses’ tasks. Nonetheless, customers are a sole provider of business income, thus, trust must exist between customers and the business for efficient running of the business, and failure to do so, may result to business failure in future (Kalogiannidis, 2021).

The above identified challenges exemplify the complexity of procedural factors encountered by hybrid entrepreneurs in market competition with full-time entrepreneurs. However, the unique nature of hybrid entrepreneurship calls for different approaches to sustainability; in the following sections are discussed some of the appropriate strategies to assist.

5.4. Strategies implemented to mitigate hybrid entrepreneurship challenges and to sustain hybrid entrepreneurship

The present study also took the initiative to investigate the sustenance strategies to strategies of hybrid entrepreneurship, which will also help to mitigate the above identified challenges. Effective time management was one of the recurring themes on strategies implemented to sustain hybrid entrepreneurship. Therefore, one of the participants revealed their strategies in managing time *“I just need to create the time to ensure I meet the clients and have time on social media so that I can advertise my business online”* (Participant 13). This proves that hybrid entrepreneurs can still make time for their side businesses after long hours of work through focusing on most important tasks of the business that are less time consuming and generate more money, this also prevent conflict between the two spheres. Furthermore, hybrid entrepreneurs should not waste much of their time focusing on less effective tasks, rather they spend time on tasks that are urgent, as they have limited time and considering that professional employments keep them occupied for longer period of time (Frig, 2023).

The findings have further revealed that hybrid entrepreneurs use a diverse double income back-up framework to grow their business, *“the money I’m getting from my work, it also helps me to expand or grow the business”* (Participant 3). This enables hybrid entrepreneurs to maintain dual sphere in the long run, and to avoid debts and business loans. However, they must follow their budget closely and avoid unnecessary expenditure, for the proper management of business finances and rapid growth (FINRA, 2024).

Another key strategy identified in this study, was client relationship building. The findings reveal that hybrid entrepreneurs manage their businesses by eliminating bad-paying clients and keeping a robust clientele that is profitable to the business. According to Robinson (2017), it is imperative for hybrid entrepreneurs to actively seek unbiased feedback from customers, to maintain customer-relationship and to ensure marketable business, in order to improve their overall business operation.

Continuous learning and adoption were also identified as strategies towards the sustenance of hybrid entrepreneurship. Participants have been using various learning

platforms to maintain and sustain their businesses *"I spend the time on the internet checking on the businesses that are in the same line with mine, researching on how they are doing their businesses"* (Participant 3). The continuous learning and adoption strategy in this study as been proven to improve and benefit the professional employment as well, because the skills that hybrid entrepreneurs learn from the side-business can be implemented at their professions as well. Also, their professions play a vital role with providing them with insightful and soft knowledge that enhances the overall operations of their business, if both spheres are complementary to each other. Furthermore, adopting digital tools, online marketing is proficient in improving marketing strategies of businesses (FINRA, 2024).

The other strategy that was adopted in this study was resilience, strengthening business finances and investing in technology is vital strategies to cultivate business resilience. The participants have illustrated how they adopt and act quickly to certain situations, *"I keep a close eye on what's missing and prioritize addressing those gaps immediately"* (Participant 7). This also applies to the use of right technology to enhance adaptability, automation data analytics and supply chain management, because technology provides real time information and facilitates informed decision-making. Therefore, maintaining a strong financial health and ensuring adequate reserves provides business with ability to seize emerging opportunities and provides manoeuvring room during tough times (Puig, 2024).

5.5. Summary of findings discussion

The findings of this study have shown that hybrid entrepreneurs are motivated by various factors towards the establishment of a side-business, including financial necessity and passion. Hybrid entrepreneurs are open to growth because of openness to learning and adaptability from both spheres. As much as they are faced with various challenges, including financial constraints, time management, compromised client relationships and market competition challenges. There are still more side-businesses that are sustained and are evolving and growing so very well, thus it is possible to implement measure that are effective in management and growth hybrid entrepreneurship, such as compromising leisure time to work on the business, utilizing online platform for learning and marketing and asking for help from family members, as well as outsourcing some of the services where possible. In terms of establishment of a side business, this study has shown that hybrid entrepreneurs have been investing their salaries into the establishment and growth of the side businesses.

CHAPTER SIX- CONCLUSION, RECOMMENDATIONS AND DIRECTIONS FOR FUTURE RESEARCH

6.1. Introduction

Chapter 1 introduced the fact that the aim of this study was to investigate the factors towards the establishment of hybrid entrepreneurship in the City of Tshwane and the challenges faced by hybrid entrepreneurs as well as the sustenance strategies. The previous chapters presented the background, literature review, the methodology, data analysis and interpretations of the findings as well as the discussion of the result; this chapter will outline the conclusions regarding the objectives, the recommendations, limitations of the study and the direction for future research. The problem statement of this study was formulated based on the gap identified in the literature on the phenomenon of hybrid entrepreneurship.

The concept of hybrid entrepreneurship was previously categorized into mutually exclusive sets of either professional labor or self-employment, and the most common features investigated in this phenomenon relate to the benefits, the transitory decision and, the reasons for its existence (Kurczewska, Mackiewicz, Doryn & Wawryniak, 2020). This has resulted in other features of hybrid entrepreneurship being understudied or not been investigated fully, including the challenges and sustainability strategies.

The research problem statement was formulated as follows:

There have been a variety of factors identified towards the establishment of hybrid entrepreneurship, however, there have been minimum investigation towards hybrid entrepreneurship challenges, and sustenance strategies. The present study therefore has undertaken to further investigate the factors of hybrid entrepreneurship, the challenges faced by hybrid entrepreneurs in Tshwane and the strategies that can be implemented to ensure sustenance.

The objectives below were formulated to address the problem statement above:

Objective 1: To determine the factors contributing to the establishment of hybrid entrepreneurship in Tshwane Municipality.

Objective 2: To explore challenges faced by hybrid entrepreneurs.

Objective 3: To articulate strategies implemented towards the sustainability of hybrid entrepreneurship.

The objective enabled the formation of the research questions below:

RQ1: What are the factors that contribute to the establishment of hybrid entrepreneurship?

RQ2: What are the challenges faced by hybrid entrepreneurs?

RQ3: Which strategies have been implemented to sustain hybrid entrepreneurship structure?

6.2. Conclusions on the research objectives

This section provides the findings yielded from this study, which address the research objectives.

6.2.1. Conclusion on the factor of hybrid entrepreneurship

Concerning Objective 1: to determine factors contributing to the establishment of hybrid entrepreneurship - the findings have shown that the establishment of hybrid entrepreneurship was driven by the financial need or necessity. This study has revealed that hybrid entrepreneurs establish side-businesses because of their dissatisfaction with the salary earned from professional labor, thus, they are compelled to combine both professional labor and side-business to generate extra income.

The findings further revealed that some hybrid entrepreneurs combine both spheres to pursue their passion, especially those that have limited coverage to explore their passion within professional employment, or rather their professions do not align with their passions, thus, to explore their passion they need to pursue both spheres.

Furthermore, career plateauing and limited skills enhancement opportunities in certain professions compel individuals to venture into hybrid entrepreneurship. For them to

develop new skills, enhance their experiences that they have been deprived of exploring in their professional jobs. On the contrary the findings have shown that professional employment that embraces employees' entrepreneurial endeavors plays a significant role in establishment and growth of hybrid entrepreneurship through the transfer of employees' vocational and soft skills acquired within professional employment into side-businesses. The sharing and transfer of skills goes beyond equipping both spheres but also addresses social impact issues within the communities. In this study hybrid entrepreneurs have shared their experiences in equipping the community skills and knowledge acquired from both spheres, which addresses social issues such as unemployment and poverty, because if the community can gain basic business skills and coaching and start their own businesses this alleviate unemployment and poverty within society.

Moreover, this study has found that the establishment of hybrid entrepreneurship is also rooted in family support. The support that hybrid entrepreneurs get from their families and spouses plays a vital role in the establishment of side-business, as they are not full-time based in businesses, thus, this study acknowledges the financial and physical support from family members in the absence of the owner, that keeps the business running.

6.2.2. Conclusion on the challenges of hybrid entrepreneurship.

In terms of Objective 2: to explore challenges faced by hybrid entrepreneurs - time management surfaced as a major challenge for hybrid entrepreneurs, and from the finding's hybrid entrepreneurs have been prioritizing their leisure and family time to maintain proper balance between both spheres. The findings have shown that hybrid entrepreneurs find it difficult to perform side business tasks after work and this results in uncertain operations in the side-businesses. Therefore, as a result they suffer from fatigue of overworking in trying to tackle business obligations, thus, at times they even take time off from family and leisure time.

According to the findings the complex nature of hybrid entrepreneurship affects the quality of business operations, and business competitiveness, thus, it becomes very

challenging for hybrid entrepreneurs to compete in the market with full-time entrepreneurs, as they do not have sufficient time to engage with customers, identify the market niches and follow up with market trends. Therefore, this makes it very difficult to build client relationships, and for that reason, clients end up taking advantage of the situation and miss payments, or do not pay at all, thus, it hampers the financial position of the business. This goes further to hamper the chances of businesses getting to acquire financial support from banks, and sometimes even potential investors, as they do not understand where the investment values lie or if every they will be able to retain their returns on investment.

6.2.3. To articulate strategies implemented towards the sustainability of hybrid entrepreneurship

Concerning Objective 3: to articulate strategies implemented towards the sustainability of hybrid entrepreneurship – firstly, regarding the time management issues, this study discovered that hybrid entrepreneurs normally work on side businesses tasks after working hours, avoiding blurring the line between both spheres and to avoid conflict between work and business obligations. This study has also found that hybrid entrepreneurs also get help or assistance with business operations from families. Therefore, to ensure establishment and sustenance of a side business, hybrid entrepreneurs use their professional employment as a financial safety net that provides appropriate financial support to the side-businesses, this enables the diverse double-income leverages decent living standards and luxury when the business is then fully developed and sustained.

Furthermore, this study has found that hybrid entrepreneurs have been able to maintain client dependability and trust, by filtering out bad paying clients and sticking to the trusted ones, to build a robust clientele that is profitable to the business and can be managed easily and build up a long-term client relationship. This also has enabled them to understand the clients/ customers' demands, and market trends, with the help of e-commerce and digital marketing strategy, this has been the best practice in promoting efficiency and competitiveness of the business. Also, the findings have shown the importance of insights leverage from their professional roles to provide

innovative solutions for their businesses, which are common in spheres that are complementary to each other.

Resilience in handling challenges was also found to be a good strategy for sustaining hybrid entrepreneurship; the findings have shown that hybrid entrepreneurs navigate various challenges with determination and adaptability that enabled them to identify and address gaps within the side-business. This ensures discipline and adaptation of management style that enhances efficiency in management of the business, employees and customers.

6.3.1. Contribution of the study and implications to theory

This study is amongst the first to provide strategies towards guiding hybrid entrepreneurs to ensure sustenance of hybrid entrepreneurship. This paves a way for thorough research into the knowledge realm of hybrid entrepreneurship sustainability strategies. Furthermore, this study also investigated the challenges faced by hybrid entrepreneurs in tackling dual income streams, and new challenges were identified, thus, these findings have contributed to the realm of knowledge in existing theory on the phenomenon of hybrid entrepreneurship's challenges. Also, the factors that contributed to the establishment of hybrid entrepreneurship were investigated in this study, and new factors were identified as well and that have also contributed to knowledge on the phenomenon of contributing factors to hybrid entrepreneurship.

6.3.2. Recommendations to hybrid entrepreneurs

This study recommends that, to sustain hybrid entrepreneurship, hybrid entrepreneurs should adopt to the use of online marketing, outsourcing of certain services to save time, and they should try to find balance between both spheres, by working on side business' task after working hours to try not blurring the line between professional labor and a side business. Thus, they should avoid not using time and resources from professional employment, to avoid the conflict between the two spheres, also, hybrid

entrepreneurs should ask and accept physical assistance from other people, especially family members, to keep the business operating.

6.4. Limitations

The study was limited in terms of time, as it was supposed to be completed within a specific period but was not started 4 months later into academic period time, and the ethical clearance was delayed as well. Also, this study was self-funded with no any financial assistance from any bursary or the department, thus, limited time and funding restricted the study to be conducted on few and not all the areas of Tshwane.

6.5. Direction for future research

This study only investigated the factors towards the establishment of hybrid entrepreneurship, the challenges faced by hybrid entrepreneurs, and the strategies to sustain hybrid entrepreneurship, thus, there is a knowledge gap on impact of hybrid entrepreneurship sustenance on economic growth. This will measure whether hybrid entrepreneurship can contribute to the strategy of NDP 2030 to alleviate poverty by improving the per capita income of the country through creating employment opportunities and more dynamics and diverse business landscapes.

6.6. Conclusion

This chapter presented the conclusion pertaining to research objectives; thus, it was concluded that individuals are compelled to combine professional employment with self-employment because of passion, career plateauing and lack of career advancement within their formal industries, this is a reason why employees tend to diversify their career into entrepreneurial endeavors. Also, this study has discovered that the establishment of hybrid entrepreneurship is influenced by family support, and the socio-economic status within the community. Furthermore, the findings identified challenges of hybrid entrepreneurship, entail time management challenges, fatigue and overwork, and limited access to market that makes it difficult for hybrid entrepreneurs to compete in a market with full-time enterprises. The findings have further identified the financial exclusion constraints in hybrid entrepreneurship, implementation of customer relationships and customers unreliability that hampers the development and growth of the business. Therefore, for hybrid entrepreneurs to sustain their side businesses, it is important that they manage and allocate time wisely between both spheres properly and not blurring the line between the two, thus, business tasks should be performed after working hours to avoid conflict between the spheres. Hybrid entrepreneurs can make use of online marketing to save time and gain access to more customers and where needed they should invest more in the growth of side business with their professional labor salaries to maintain and sustain both spheres.

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Appendices

Appendix A: Interview guide



Request for permission to conduct research (consent form)

I, Appriciate Thikhedzo Makhuba, would like to request for permission to conduct a research study. I am a second-year master's candidate, in the Department of Business Management, pursuing my research on a topic of: *An exploration of the factors that contribute to the success of Hybrid entrepreneurship and sustainability: A case of City of Tshwane municipality, Gauteng in South Africa*. I request your participation in the study, through interview, so that you may share with me your experience and understanding on the phenomenon being researched. Your participation to the study is crucial to the success of my study.

The interviews will be conducted at your convenient time and the data will be used only for the purpose of this research. The study would not cause any harm, and pseudonym or fictitious names will be used to protect the anonymity and confidentiality of the participants. Participation in this study is voluntary, and you are free to withdraw from the study, without any consequences. For further clarity or questions pertaining to this interview or research project in general, feel free to contact me at 0767854430/ 0686720791 or via email at 18001940@mvula.univen.ac.za. Alternatively, you can contact my supervisor, DR L.G Nkondo at livhuwani.nkondo@univen.ac.za. Your willingness to participate in this study is greatly appreciated.

Signature:

Date:

Thank you for taking part in this study.

Disclaimer: the questions below are aimed at addressing the research objectives, although, there may be probing questions to further explore your experiences on the phenomenon.

Interview guide

1. To determine the factors contributing towards the establishment of hybrid entrepreneurship in the City of Tshwane Municipality.
 - 1.1. What was your motive behind pursuing hybrid entrepreneurship?
 - 1.2. What does your business specialize with?
 - 1.3. For how long has it been operating?
 - 1.4. What is the overall enrichment between both spheres?
 - 1.4.1. What is it that your side-business is benefiting from your formal employment?
 - 1.4.2. How is the employment benefiting from the side-business?
 - 1.5. Would you briefly describe your overall experience with hybrid entrepreneurship.
2. To explore the challenges faced by hybrid entrepreneurs
 - 2.1. What are the challenges you have faced, ever since you combined a paid job and a side-business?
 - 2.2. What did it cost you to establish the side-business alongside your formal employment?
 - 2.3. What are the changes in your life brought about by the hybrid entrepreneurship structure?
3. To articulate strategies in maintaining sustainability of hybrid entrepreneurship.
 - 3.1. What are the strategies you have used to sustain your hybrid entrepreneurship?
 - 3.2. What have you benefited from this hybrid entrepreneurship structure?
 - 3.3. How are you able to manage both spheres?

- 3.4. What are your future plans for hybrid entrepreneurship structure in general?
- 3.4.1. Is there any expansion plan, and if so, how soon do you see it happening?
- 3.4.2. Are there any transitory possibilities, to either only full-time employment or full-time entrepreneurship?

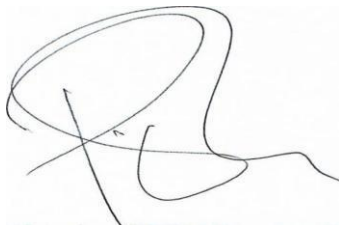
Appendix B: Proof of editing

PROOF OF EDITING

7 February 2025

This is to certify that I, Dr P Kaburise, have proofread the dissertation titled - **AN EXPLORATION OF THE FACTORS THAT CONTRIBUTE TO HYBRID ENTREPRENEURSHIP SUSTAINABILITY: A CASE OF CITY OF TSHWANE MUNICIPALITY, GAUTENG IN SOUTH AFRICA** - by Makhuba Appriciate

Thikhedzo (student number: 18001940). I have indicated some amendments which the student has undertaken to effect before the final dissertation is submitted.



Dr P Kaburise (0794927451/ 0637348805; email: phyllis.kaburise@gmail.com)

Dr P Kaburise: BA (Hons) University of Ghana (Legon, Ghana); MEd University of East Anglia (Cambridge/East Anglia, United Kingdom); Cert. Teaching English as a Foreign Language (Cambridge University, United Kingdom); Cert. English Second Language Teaching, (Wellington, New Zealand); PhD University of Pretoria (South Africa).

Appendix C: Ethical clearance

NAME OF RESEARCHER/INVESTIGATOR:
Ms AT Makhuba

STUDENT NO:
18001940

PROJECT TITLE: **An exploration of the factors that contributes to Hybrid entrepreneurship sustainability: A case of City of Tshwane Municipality, Gauteng in South Africa.**

ETHICAL CLEARANCE NO: **FMCL/24/BMA/18/0111**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr L.G Nkondo	UNIVEN, Business Management	Supervisor
Mr S Zindiye	UNIVEN, Business Management	Co-Supervisor
Ms AT Makhuba	UNIVEN, Business Management	Investigator-Students

Type: **Masters Research**

Risk: **Minimal risk to humans, animals or environment (Category 2)**

Approval Period: **October 2024 – October 2025**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- * The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- * The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- * The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- * In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project.
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - Withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately.
 - New institutional rules, national legislation or international conventions. As necessary

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: October 2024

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature



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Appendix D: Turnitin report