

## The Dilemma of Innovative Behavior of Hybrid Entrepreneurs in the Role of Employees

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**Abstract.** Innovation is a crucial element to achieving business success and sustainability. In pursuing superior performance, organizational members generate new ideas and realize new ideas. Hybrid entrepreneurship was a phenomenal point of view but was still poorly studied in the management literature. This research that examines the topic of entrepreneurship contributes to the development of entrepreneurship and economic growth. The approach in this research was quantitative. Respondents were entrepreneurs and employees in the Greater Jakarta area (Jabodetabek) with a simple random sampling technique. A total of 104 respondents returned the questionnaire. Evaluation of research hypotheses used SmartPLS software program. Results show that all variables have a significant effect.

**Keywords:** Hybrid Entrepreneurs; Entrepreneurial Engagement; Hybrid Entrepreneurship; Innovative Behavior.

**Abstrak.** Inovasi adalah elemen penting untuk mencapai kesuksesan dan keberlanjutan bisnis. Untuk mengejar kinerja unggul, anggota organisasi menghasilkan ide-ide baru dan mewujudkan ide-ide baru tersebut. Hybrid entrepreneurship adalah sudut pandang yang fenomenal tetapi masih kurang dipelajari dalam literatur manajemen. Penelitian yang mengkaji topik kewirausahaan ini memberikan kontribusi signifikan terhadap pengembangan kewirausahaan dan pertumbuhan ekonomi. Pendekatan yang digunakan dalam penelitian ini adalah kuantitatif. Responden adalah pengusaha dan karyawan di wilayah Jabodetabek dengan teknik simple random sampling. Sebanyak 104 responden mengembalikan kuesioner. Evaluasi hipotesis penelitian menggunakan program software SmartPLS. Hasil penelitian menunjukkan bahwa semua variabel yang diteliti memiliki pengaruh signifikan.

**Kata kunci:** Hybrid Entrepreneurs; Entrepreneurial Engagement; Hybrid Entrepreneurship; Innovative Behavior.

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**Article Info:**

Received: September 9, 2021

Accepted: January 24, 2022

Available online: February 7, 2022

DOI: <http://dx.doi.org/10.30588/jmp.v11i2.932>

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## BACKGROUND

Indonesia and other ASEAN member countries have export-oriented small and medium enterprises (SMEs) between 97%-99% (OECD, 2018). Most of them are triggered by domestic consumption in recent years, making them vulnerable to global growth cycles. The region has a fast-growing middle class, creating new economic opportunities (OECD, 2018). This economic opportunity to grow and compete globally requires creating unique, new, and high selling value. Contemporary business excellence relies on creativity and innovation to stay in business today and for business sustainability in the future. Products and services embody innovation developed from innovative processes and solutions (Kwon & Kim, 2020; Woodman, Sawyer, & Griffin, 1993). The seed of creation eventually blooms if organizations carefully nurture the source and support it (Kwon & Kim, 2020; Tierney & Farmer, 2002).

In line with sustainable growth demands, innovation determines the direction various parties need to support. Undoubtedly, employees' service innovation behaviors are crucial to whether general innovation in the service sector can be achieved (Y. Li et al., 2016). Furthermore, the first year to the tenth year shows a business failure rate of 40% to 90% (Timmons, Spinelli, & Tan, 2004). It is still a start regarding the causes of this failure. Innovation and business have a strong relationship with the company's survival (Suhana, Udin, Suharnomo, & Mas'ud, 2019). New ideas that emerge from all parts of the organization realize as innovations that increase the organization's success (Van de Ven, 1986). Companies can develop value in a competitive business environment by prioritizing innovation (Baer, 2012; Pieterse, Van Knippenberg, Schippers, & Stam, 2010; Suhana et al., 2019).

Innovation is generally considered the primary determinant of a company's performance and the growth of a country. Innovation increases its profitability by lowering its production costs to provide advantages compared to its competitors (Mulkay, 2019). Being innovative is the key to surviving in a very competitive time like today (Indrasari & Takwin, 2019; Thurlings, Evers, & Vermeulen, 2015). High-tech organizations are a fast-growing primary industry where innovation is a competitive force. New ideas that come from employee contributions that end up as organizational innovations become a measure of the organization's competitive ability and sustainability effectively (Amabile, 1988; Van de Ven, 1986; Janssen, 2000; Saether, 2019; Scott & Bruce, 1994; Shanker, Bhanugopan, der Heijden, & Farrell, 2017). Employees are the answer to innovative behavior, so it is necessary to understand the determinants of this behavior (Anderson, De Dreu, & Nijstad, 2004; Saether, 2019). The R&D department is at the forefront of high-tech companies to dedicate their work to enterprise innovation (Saether, 2019).

Ways to encourage innovative behavior include giving freedom of action, thinking, and pressure to motivate employees to launch services and products (Chao, Lin, Cheng, & Liao, 2011). They are also related to corporate innovation behaviors; additional innovations are needed for continuous product improvement, while radical innovations need new product development, market share acquisition, and increasing profits (Han, Cui, Chen, & Fu, 2019). Changes in consumer patterns require organizations engaged in the service behavior sector to change service patterns with continuous innovation to maintain their business (Hon & Lui, 2016). The success of a sustainability strategy is hard work in all levels of employees (Dixon, 2017; Luu, 2019).

A CEO plays a vital role in the decision-making process on corporate innovations and is the primary person responsible for the operations and management of the company (Han et al., 2019). Support from stakeholders for the sustainability of entrepreneurial activities can improve the nation's standard of living. It noted that novice entrepreneurs' decision to become entrepreneurs is not a momentary decision (Raffiee & Feng, 2014; Santarelli & Vivarelli, 2007). Knowledge and experience can minimize risk and uncertainty in anticipating failure (Folta, 2007; Raffiee & Feng, 2014). The choice to start a career as a hybrid entrepreneur is the first step before becoming a full-time entrepreneur in reducing business risk. The reason for financial resources is less than a full-time business (Block & Landgraf, 2016). However, economic reasons are not the main issue, and findings show that hybrid entrepreneurs indicate that finance is not a significant constraint (Petrova, 2012).

Empirical studies suggest that a focus on promotion has an individual tendency to succeed (Higgins, 1998). An entrepreneur must focus on business and a paid job in a dual job dilemma. The challenge of this dual job is that the level of risk faced is doubled. On the one hand, the risk for entrepreneurship is considered challenging; on the other hand, the risk can bring losses. It is in line with the experimental results, which state that individuals who focus on prevention tend to avoid risk pursuing their goals (Burmeister-Lamp, Lévesque, & Schade, 2012). The prevention focus and promotion focus indicate the extent to which the leader's role instills normative commitment and affective commitment in employees that shape behavior (Neubert, Wu, & Roberts, 2013). From previous studies, entrepreneurship in the role as a waged job was in two actions: to focus on an entrepreneurial career and or focus on prevention while still concentrating on a waged job career.

Next is how hybrid entrepreneurs determine their attitude as a waged job role. Hybrid entrepreneurs play the role of waged jobs in the level of engagement. Engagement is the level of employee involvement in completing work tasks with full responsibility (Kahn, 1990). This engagement also encourages innovative work behaviour for organizational sustainability (H. Li et al., 2019). Hybrid entrepreneurship is a phenomenal point of view but is still poorly studied in the management literature. This research related to entrepreneurship is exciting because of the importance of many studies on the contribution of entrepreneurship to the economic growth of a country (J. Li & Matlay, 2006). Previous hybrid Entrepreneurs' studies explain this unique mechanism; entrepreneurs gain knowledge, insight, and skills that become strengths applied to their business activities (Marshall & Gigliotti, 2020). Previous studies have questioned hybrid entrepreneurs' time allocation in managing dual jobs (Burmeister-Lamp et al., 2012). Hybrid entrepreneurs are also unique in forming entrepreneurial characters to mature into full-fledged entrepreneurs (Pollack, Carr, Michaelis, & Marshall, 2019).

Another study examines the intersection of marketing very closely with the field of entrepreneurship (C. C. Ferreira, Ferguson, & Pitt, 2019). So far, no empirical research has explored the role of entrepreneurship focus on promotion or prevention that influences innovative behavior in employees. The difference between hybrid and full entrepreneurship is essential to explore the accumulation of knowledge, skills, and experience that can impact full entrepreneurship (Kurczewska, Mackiewicz, Doryń, & Wawrzyniak, 2020). The extent to which hybrid entrepreneurs focus on promotion or prevention with innovative behaviour in the workplace needs to be understood. This

study aims to fill research gaps and explore the concept of hybrid entrepreneurship that demonstrates innovative behavior in the workplace as waged employees. This research has several benefits for researchers as direct researchers in adding knowledge, experience, introduction, and understanding of research information and facts in the research field.

## **THEORETICAL REVIEW**

### **Hybrid entrepreneurship**

Hybrid entrepreneurship refers to an individual who acts as an entrepreneur and at the same time acts as a wage employee (Folta, Delmar, & Wennberg, 2010; Marshall, Davis, Dibrell, & Ammeter, 2019). Uniquely, Hybrid entrepreneurship can facilitate transferring innovative knowledge and skills (Marshall et al., 2019). The hybrid entrepreneur is an individual with a dual identity who acts as a budding entrepreneur and makes a paid job a stepping stone to realizing a career as an entrepreneur (Pollack et al., 2019).

### **Hybrid Entrepreneur Promotion Focus**

Entrepreneurs hope that their business will be successful and even sustainable in motivating them to promote themselves (Brockner, Higgins, & Low, 2004; Higgins, 1998). It can be said to have a strong desire to remain successful as an entrepreneur. Thus, of course, the Promotion Focus as a hybrid entrepreneur becomes the spirit and leads to the success of the business they build.

Previous research indicates that situational factors influence an individual to focus on something specific (Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). Because as an individual, it is the need to succeed and achieve that triggers an individual to focus on promotion (Higgins, 1998). In line with previous studies, individuals who focus on promotion show exploratory behavior (Förster, Higgins, & Bianco, 2003). This exploratory behaviour refers to high curiosity, innovation, and creativity. An individual's self-efficacy can also induce specific regulatory focal experiences (Bryant & Dunford, 2008). There are two self-efficacy beliefs: creative self-efficacy and learning self-efficacy (Fuller, Liu, Bajaba, Marler, & Pratt, 2018). In line with this view, individuals with high self-efficacy become proactive, as do individuals who focus on promotion.

The hybrid entrepreneur is an individual who works as an employee but does not make this job his primary income (Viljamaa, Varamäki, & Joensuu-Salo, 2017). Hybrid entrepreneurs are planning a path to become full-fledged entrepreneurs by continuously learning and improving their skills as time goes on (J. Ferreira, Coelho, & Moutinho, 2020). Currently, individuals position themselves as Hybrid entrepreneurs, which means there is responsibility for paid work and the company's desire to be sustainable. Hybrid entrepreneurs with a Promotion Focus can manage both by acting for positive outcomes and avoiding negative ones. Focus on positive results can lead to business activities with much effort, leading to better business performance. Besides motivational reasons, the actions taken by Promotion Focus are also strategic in starting and developing their business (Gamache et al., 2015).

Individuals with Promotion Focus show citizen behavior related to change (Dewett & Denisi, 2007). It is in line with research that Promotion Focus has charac-

teristics such as altruism, politeness, and civic virtue (Strobel et al., 2013). Individuals with high Emotional Intelligence manage work with good emotions. Even Emotional Intelligence is a predictor of citizen behavior (Miao et al., 2017). Likewise, citizen satisfaction triggers positive citizenship behavior (Zenker & Rütter, 2014). Citizen behavior related to change includes a willingness to contribute ideas, personal initiative, the search for progress. Desire to do something is risky as an innovation step. Therefore, the probability of individuals focusing on promotion is significantly high. Entrepreneurs dare to take risks by allocating time to promote entrepreneurship (Burmeister-Lamp et al., 2012). While on a transitional path, hybrid entrepreneurs can concurrently be in paid jobs (Pollack et al., 2019). In addition, Thus, Promotion Focus is the stage of preparing for the performance of new ventures (Hmieleski & Baron, 2008).

Hybrid entrepreneurs with the promotion focus reviewed above show dual capabilities, namely as employees and entrepreneurs. There are three categories of the extent to which individuals offer their performance: 1) proactive is related to work functions that require initiative in anticipating future uncertainties, 2) adaptivity is related to the ability to perform unexpected job roles, 3) proficiency refers to the duties and requirements of the cast that meet (Griffin et al., 2007).

The focus on crucial task performance may not explain the behaviors contributing to job effectiveness. The focus on relevant regulations in assessing the performance of hybrid entrepreneurship offers a dynamic situation regarding how the ability to manage work time and entrepreneurship simultaneously (Burmeister-Lamp et al., 2012). Working in two conditions invites risks that the hybrid entrepreneur needs to anticipate. As entrepreneurs and business leaders have the authority to make decisions, of course, the focus of the promotion will have an impact on those decisions (Gamache et al., 2015).

### **Hybrid Entrepreneur Prevention Focus**

Hybrid entrepreneurs can carry out dual activities by obeying their duties and obligations and following the applicable rules. Some limits and regulations must be abiding. Hybrid entrepreneurs are natural because they pay to do the work. Referring to the Regulatory focus theory, an employee with duties and obligations attached to him makes entrepreneurs focus on prevention (Brockner et al., 2004; Higgins, 1998). Therefore, hybrid entrepreneurs who focus on prevention can pay more attention to the job roles of their employees. Thus, focusing on prevention means minimizing and preventing unwanted things from happening to employee performance. These entrepreneurs place work as their primary job, financially supporting their entrepreneurial activities. Deciding to become an entrepreneur allows some risks and obstacles to be faced. An example is a time spent doing paid work that diverts to doing entrepreneurial work. It can say that this focus on prevention will focus more on paid work and performance as an entrepreneur at stake.

Individual prevention targets are motivated by avoiding harm and ensuring safety (Higgins, 1998). Individuals who focus on prevention can adapt to preventing themselves from declining performance, giving them satisfaction. What motivates these hybrid entrepreneurs is that they want to avoid losses in the company. Preventing losses is the primary goal, followed by pursuing performance at the bottom. Lack of self-confidence Hybrid entrepreneurs allegedly makes them focus more on prevention



(Neubert et al., 2013). Individuals who focus on prevention are individuals who avoid risk.

Similarly, the statement reveals that individuals who focus on prevention spend minimal risk activities (Burmeister-Lamp et al., 2012). In more detail, another opinion states that entrepreneurs focus on showing minus performance when in a dynamic environment (Hmieleski & Baron, 2008). The ever-changing and uncertain environment is an indication of this dynamic environment. Individuals who focus on prevention choose a comfort zone rather than doing something unsure for the future as a hybrid entrepreneur.

Previous studies explain the reasons for hybrid entrepreneurship that focus on prevention because of feelings of fear and worry about uncertainty (Raffiee & Feng, 2014). When faced with two conditions, performance in one role will not be satisfactory. In addition, individuals who focus on prevention show concern, interest, and responsibility in their work (Higgins, 1998). Thus, hybrid entrepreneurs will make every effort to fulfill all the duties of the paid job and take preventive actions from losses risks from paid work. On the one hand, the performance of paid work will show an increase, but on the other hand, the performance of hybrid entrepreneurs will decrease. Of course, individuals who focus on prevention will not spend time on risky activities (Burmeister-Lamp et al., 2012). Thus, individuals have the drive and awareness to prevent threats and losses that may arise.

### **Innovative Work Behavior (IWB)**

IWB's contribution to organizational innovation is in the form of new services, processes, and products, so it is essential to understand what drives IWB employees' motivation (Saether, 2019). Organizations can encourage and develop innovation by providing attractive stimuli. Organizations deal with innovative behavior through policies, procedures, practices, and shared perceptions regarding doing things in the organizational environment (Mokhber et al., 2018). IWB is innovative behavior in finding problems, finding solutions, seeking new inspiration, gaining support, and applying ideas (De Jong & Den Hartog, 2010). When employees can perform tasks other than the main job description and perform tasks in their way, it shows a high level of IWB (H. Li et al., 2019). The benefits of IWB can improve the quality of products, processes, procedures, and in the final stages of implementing new ideas in work at the group or organizational level (Kacmar & Ferris, 1991). In practice, hybrid entrepreneurship is a solution in preparing to become a total entrepreneur (Kurczewska et al., 2020). From the description, the second (H2) and fourth (H4) hypotheses are formulated as follows:

**H2: Hybrid entrepreneurs promotion focus affects innovative work behavior in employee role.**

**H4: Hybrid entrepreneurs prevention focus affects innovative behavior in employee role.**

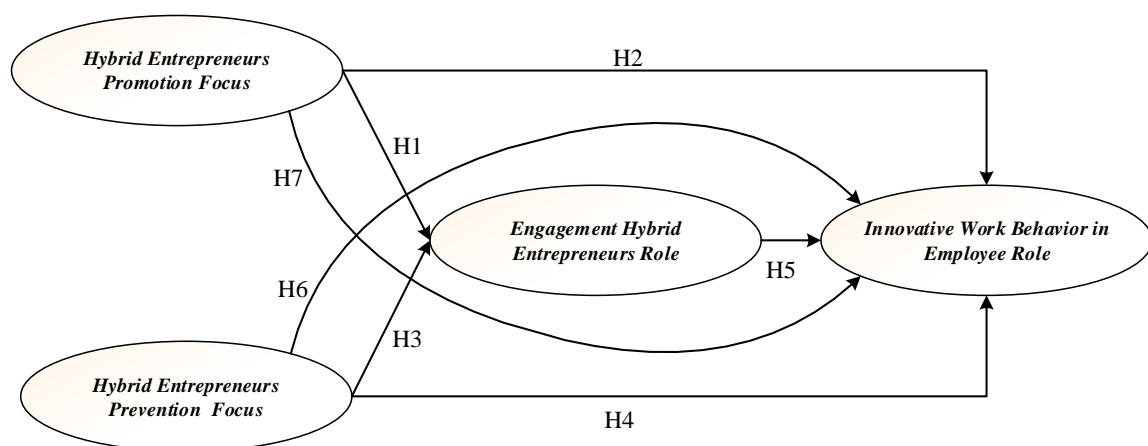
### **Entrepreneurial Engagement**

The ability of individuals to manage themselves in the process of becoming entrepreneurs with regulatory process achievement, as what is called entrepreneurial

engagement. In more detail, entrepreneurial engagement is a bridge that connects the regulatory process and regulatory focus on accomplishing the entrepreneurial profession. Engagement shows how the individual is interested, interested, and involved in work tasks. It can translate to how individuals remain in the company or leave (Kahn, 1990). It is what explains why each individual shows a different engagement. Engagement includes physical, mental, and cognitive attraction (Kahn, 1990). Individual achievement quality work results from their activities that engagement can influence organizational outcomes such as yield and success (Kahn, 1990). One of the essential factors that explain the influence of the regulatory focus of hybrid entrepreneurs on the achievement of entrepreneurial tasks is engagement in pursuing entrepreneurial activities (Lanaj et al., 2012).

Previous studies illustrate that participant engagement occurs in conditions where the needs of each other are met (Castiello-Gutiérrez et al., 2021). Different opinions state that dispositional factors can influence that engagement (Lanaj et al., 2012). When someone has high engagement, he will try to achieve his goals. More clearly, promotion focus and engagement have a unidirectional relationship (Lanaj et al., 2012). Conversely, work activities become unattractive, and individuals will not show engagement with those who focus on prevention. Individuals who focus on prevention have the opportunity to achieve their targets, but several obstacles can hinder them (Lanaj et al., 2012). In other words, entrepreneurs who focus on prevention have a low tendency to engage as entrepreneurs.

Individuals do something that gives satisfaction and makes it an experience that fosters a sense of engagement and leads to business success (Schaufeli & Bakker, 2004). Consistent engagement is the forerunner to organizational success (Saks, 2006). Satisfaction and happiness will spread positive energy. It affects the relationship between positive influence and entrepreneurial performance (Baron, 2008). Thus, someone will be involved to do something that makes him happy and motivates him to try hard. Empirical evidence shows a strong influence of engagement with commitment in an organization (Saks, 2006). These findings have implications for entrepreneurial work outcomes. High involvement is required to produce entrepreneurial work results.



**Figure 1. Research Model**

Showing responsibility and maximizing self-focus on prevention can be carried out well. Even So, this is with achieving the lowest standard threshold (Lanaj et al., 2012). To exceed this minimum threshold requires high motivation and a high contribution. Therefore, HE who focus on prevention are more likely to have low engagement and ultimately low performance. From the description, the first (H1), third (H3), and fifth to seventh (H5, H6, H7) hypotheses are formulated as follows:

**H1: Hybrid entrepreneur's promotion focus affects engagement in hybrid entrepreneurship role.**

**H3: Hybrid entrepreneur's prevention focus affects engagement in hybrid entrepreneurship role.**

**H5: Engagement in a hybrid entrepreneur's role affects innovative work behavior in an employee role.**

**H6: Hybrid entrepreneurs prevention focuses on innovative work behavior mediated by engagement in hybrid entrepreneurship roles.**

**H7: Hybrid entrepreneur's promotion focus affects innovative work behavior in employee role mediated by engagement in hybrid entrepreneurship role.**

## **RESEARCH METHODS**

Hybrid entrepreneurs (employees who run the business simultaneously) are respondents who fill out the questionnaire in the Greater Jakarta area (Jabodetabek). Then the questionnaire was distributed to 300 people, and 104 respondents returned the questionnaire form with a response rate of 34.67%, in determining the sample using a simple random sampling technique (Uma & Bougie, 2016). Furthermore, the minimum sample size is 100 refers to (Hair Jr., Black, Babin, & Anderson, 2019). The construct indicators of Engagement in hybrid Entrepreneurship and innovative behavior in employee roles refer to (Marshall et al., 2019). Hybrid Entrepreneurs Promotion Focus and Hybrid entrepreneurs prevention focus used indicators (Brockner et al., 2004; Higgins, 1998). The research instrument used a questionnaire distributed via a google form. The research questions use 7 (seven) Likert scales, with the level of measurement to get a better measure (Weijters, Cabooter, & Schillewaert, 2010). The primary analytical method used to test and analyze research data was the Structural Equation Modeling method using SmartPLS software.

## **RESULTS AND DISCUSSIONS**

The results showed that 57.69% of respondents were hybrid entrepreneurs aged 21-30 years. It refers to (Kurczewska et al., 2020; Monitor, 2018) that 10.84% of new entrepreneurs in European countries were aged 18-64 years in 2017. The composition of hybrid entrepreneurs less than five years as wage-employees 63,46%, and as entrepreneurs 64.42%. They referred to (Kurczewska et al., 2020; Monitor, 2018) entrepreneurial intentions in the 18-64 year age range who intend to start their business within three years.

Table 1 shows that the AVE hybrid entrepreneurs' promotion focus is 0.550 and other constructs are more significant than 0.5, indicating that all constructs have good



validity. The reliability of the construct of this study shows composite reliability, namely CR with a value of  $> 0.7$  and Cronbach's Alpha as a result of data processing whose value is above 0.7. It shows that the construct of this research is valid and reliable.

**Table 1. Validity and Reliability**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Hybrid Entrepreneurs Promotion Focus	0.796	0.859	0.550
Hybrid Entrepreneurs Prevention Focus	0.921	0.939	0.723
Engagement in Hybrid Entrepreneurship Role	0.913	0.933	0.700
Innovative Behavior in Employee Role	0.938	0.947	0.601

Table 2 shows that all variables have a significant correlation. Engagement in part-time entrepreneurship roles and innovative behaviour in employee roles is significant. The organization where hybrid entrepreneurs work is a "place" to realize entrepreneurs hon their skills (Bensemam, Warren, & Anderson, 2021). In particular, it is more than just economic factors that underlie entrepreneurial engagements in the actions they take (Liñán et al., 2016). Hybrid entrepreneur's prevention focus and engagement in hybrid entrepreneurship role significant. Hybrid entrepreneurs' prevention focus and innovative behaviour in employee roles are significant. Hybrid entrepreneurs' promotion focus and engagement in hybrid entrepreneurship roles were significant, and hybrid entrepreneurs' promotion focus and innovative behavior in employee roles are also significant. Employee work engagement shows a beneficial effect on performance; more specifically, women have a higher tendency (Eguchi, Inoue, Kachi, Miyaki, & Tsutsumi, 2020).

**Table 2. Path Coefficients**

<b>Correlations</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>t Statistics ( O/STDEV )</b>	<b>P-values</b>
Engagement in Part-time Entrepreneurship Role → Innovative Behavior in Employee Role	0.497	0.499	0.090	5.505	0.0000
Hybrid Entrepreneurs Prevention Focus → Engagement in Part-time Entrepreneurship Role	0.665	0.664	0.069	9.597	0.0000
Hybrid Entrepreneurs Prevention Focus → Innovative Behavior in Employee Role	0.316	0.309	0.098	3.217	0.0001
Hybrid Entrepreneurs Promotion Focus → Engagement in Part-time Entrepreneurship Role	0.207	0.213	0.85	2.452	0.0014
Hybrid Entrepreneurs Promotion Focus → Innovative Behavior in Employee Role	0.141	0.149	0.066	2.159	0.0031

Table 3 shows a significant relationship between the prevention focus of hybrid entrepreneurs and innovative behavior in employee roles mediated by engagement in hybrid entrepreneurship roles. Also, there is a significant relationship between the promotion focus of hybrid entrepreneurs and innovative behavior in employee roles mediated by engagement in the hybrid entrepreneurship role.

**Table 3. Specific Indirect Effects**

Correlations	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics ( O/STDEV )	P-values
Hybrid Entrepreneurs Prevention Focus → Engagement in hybrid Entrepreneurship Role → Innovative Behavior in Employee Role	0.331	0.331	0.071	4.687	0.000
Hybrid Entrepreneurs Promotion Focus → Engagement in hybrid Entrepreneurship Role → Innovative Behavior in Employee Role	0.103	0.106	0.046	2.261	0.024

So that it can answer research questions with the following hypotheses:

**Hypothesis results**

- H1: Hybrid entrepreneurs promotion focus affects engagement in part-time entrepreneurship roles has a positive effect of 0.207.
- H2: Hybrid entrepreneurs promotion focus affects innovative behavior in employee roles with a correlation value of 0.141.
- H3: Hybrid entrepreneurs prevention focus affects engagement in part-time entrepreneurship roles has a positive effect with a correlation value of 0.665.
- H4: Hybrid entrepreneur's prevention focuses on innovative behavior in employee roles and has a positive effect of 0.316.
- H5: Engagement in part-time entrepreneurship role affects innovative behavior in employee role, shows a positive influence, with a correlation value of 0.497.
- H6: Hybrid entrepreneurs prevention focus affects innovative behavior in employee roles mediated by engagement in part-time Entrepreneurship roles, with a correlation value of 0.331.
- H7: Hybrid entrepreneurs promotion focus affects innovative behavior in employee roles mediated by engagement in part-time entrepreneurship roles, with a correlation value of 0.103.

Testing the predictive power of endogenous latent variables from the structural model was carried out using the R-squares value. Trying the R-square value is a good-

ness-fit model test. The value of R-squares explains the effect of exogenous latent variables on endogenous variables. The R-squares value of 0.75 is the recommended value, while the R-squares value of 0.5 can be moderate, and 0.25 indicates a weak influence (Ghozali & Latan, 2015).

The results showed that the R-squares value of Engagement in Part-time Entrepreneurship Role was 0.622 and Innovative Behavior in Employee Role was 0.728. It indicates that Engagement in Part-time Entrepreneurship Role and Innovative Behavior in Employee Role has a moderate effect. Likewise, with the value of  $f^2$ , Cohen recommends that the value of  $f^2$  0.02 is a low influence on the latent predictor variable. At the same time, 0.15 can as having a moderate effect, and 0.35 has a strong impact (Ghozali & Latan, 2015). SRMR value less than 0.10 or 0.08 indicates a fit model, which is considered suitable. Moreover, SRMR is a goodness of fit measurement tool in PLS-SEM to avoid model specification errors (Henseler, Dijkstra, Sarstedt, Ringle, Diamantopoulos, Straub, Ketchen Jr., Hair, Hult, & Calantone, 2014; Hu & Bentler, 1998).

## CONCLUSIONS AND RECOMMENDATIONS

This study examined hybrid entrepreneurs' promotion and prevention focus as entrepreneurs can provide innovative behavior in employee roles (wage employee). The findings of this study confirm the seven hypotheses of this study. Data analysis using PLS-SEM shows that the promotion focus of hybrid entrepreneurs is positively related to engagement in hybrid entrepreneurship roles. Hybrid entrepreneur's promotion focus shows a positive relationship to innovative behaviour in an employee role. Individuals who have various combinations of knowledge and skills tend to be entrepreneurs. In contrast, wage employees tend to be experts in their fields according to the demands of the labor market (Kurczewska et al., 2020).

Previous studies have shown that hybrid entry entrepreneurship can increase persistence, confidence, and skills to implement new business activities (Pollack et al., 2019). Hybrid entrepreneur's prevention focuses strongly influences the engagement in hybrid entrepreneurship roles. Previous research recommended that anyone who wants to become an entrepreneur or encourages others to become entrepreneurs supports creating an environment where individual self-efficacy can grow (Pollack et al., 2019). Although entrepreneurship is a growing research topic, this research related to engagement, innovation, and entrepreneurship needs a deeper study (Leonidou et al., 2020).

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