



Motivation to become hybrid entrepreneurs in state civil apparatus in Kupang

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ABSTRACT

In the era of globalization and rapid technological development, the concept of hybrid entrepreneurship has emerged as a prominent phenomenon, where individuals manage at least one business while still maintaining a permanent job. This provides benefits in the form of income diversification, incorporation of interests and expertise, and flexibility of time and resources. The growth of technology and global connectivity supports the development of hybrid entrepreneurship through digital platforms and social networks, enabling collaboration and innovation without being limited by geographical boundaries. While it offers great potential, hybrid entrepreneurship also faces challenges such as complex time management, financial issues, and regulations. Further research is needed to understand the factors that influence an individual's decision to engage in hybrid entrepreneurship, as well as the importance of the context of the business environment in supporting the growth of this phenomenon. This research aims to uncover the motivation behind ASN's decision to become a hybrid entrepreneur, fill in the gaps in the literature, and provide insights for the development of policies, education programs, and sustainable business growth.

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INTRODUCTION

In today's era of globalization and rapid technological development, the business world has undergone significant changes. One of the prominent phenomena is the emergence of the concept of hybrid entrepreneurship, where individuals have at least one type of business at the same time have a permanent job (Ardianti et al., 2022; Folta et al., 2010) Hybrid entrepreneurship offers advantages in the form of income diversification, the combination of interests and expertise, and flexibility in managing time and resources (Ardianti et al., 2022) This phenomenon not only affects the business ecosystem, but also creates significant social and economic impacts.

The growth of technology and global connectivity has provided an additional impetus for the development of hybrid entrepreneurship (Bögenhold, 2019) Through digital platforms and

social networks, individuals can easily integrate different aspects of their business, expand their market reach, and collaborate with partners from around the world (Axel, 2023) This creates new opportunities for innovation and growth that are not limited by geographical boundaries or specific industry sectors (Yunita, 2021) Thus, hybrid entrepreneurship has become more than just a business strategy, but also a phenomenon that reflects new dynamics in the global economy.

Behind the great potential offered by hybrid entrepreneurship, there are still challenges and risks that need to be overcome. The balance between managing multiple jobs at once can be tricky and requires strong management skills (Uriarte et al., 2023) In addition, issues such as finance, regulation, and competition in the market can be an obstacle to the growth and sustainability of hybrid ventures. Therefore, a deep understanding of the factors that affect hybrid entrepreneurship and effective strategies to manage it is an important key to achieving success in this ever-changing business context (Ardianti et al., 2022).

The Indonesian Law on State Civil Apparatus do not regulate dual employment for civil servants. In general, the law prohibits ASNs from engaging in private business activities that could conflict with their official duties ((UU ASN No. 5 of 2014). Thus, hybrid entrepreneurship among ASN might be possible, particularly if the business activities are not related to their primary work or do not violate ethical and legal boundaries. Indonesia's anti-corruption regulations play a significant role in governing an ASN's entrepreneurial activities. Hybrid entrepreneurs among civil servants must ensure that their business ventures do not result in the misuse of public office for private gain, which would violate the country's strict anti-corruption laws. Any ASN interested in becoming a hybrid entrepreneur must carefully navigate these policies to ensure compliance with the law while balancing their business ambitions with public service duties.

However, even though more and more people are interested in living this business model, there is still a lack of in-depth understanding of the factors that influence an individual's decision to engage in hybrid entrepreneurship. Previous studies have mainly focused on conceptual or descriptive studies of this phenomenon, while in-depth empirical analysis is still limited (Uriarte et al., 2023; Zhang et al., 2023) Therefore, further research is needed to explore the motivations, strategies, and impacts of hybrid entrepreneurship in more detail, especially in the context of Indonesia, which is still very limited.

In addition, it is important to consider that the context of the business environment also has a significant role in supporting or hindering the growth of hybrid entrepreneurship. Factors such as government policies, business infrastructure, access to capital, and support from financial institutions can affect the opportunities and challenges faced by hybrid entrepreneurs (Carr et al., 2023) Therefore, research that investigates the interaction between internal and external factors in the context of hybrid entrepreneurship can provide valuable insights for business, policy, and academic stakeholders.

This study aims to investigate the underlying motivation of a state civil servant (ASN) to become a hybrid entrepreneur. In particular, this study proposes financial encouragement, job satisfaction and time flexibility as factors that motivate the decision to become a hybrid entrepreneur. This research fills a gap in the literature because there is still little research on hybrid entrepreneurs, especially regarding the motivation underlying the decision to get involved as a hybrid entrepreneur (Nino et al., 2023) By understanding hybrid entrepreneurship more deeply, we can identify opportunities to improve policy frameworks, develop relevant education and training programs, and support sustainable business growth. Therefore, this study aims to make a significant contribution in understanding the phenomenon of hybrid entrepreneurship holistically,

so that it can help individuals, organizations, and society in maximizing the potential of this business model.

The incentive of an action is the attraction of the action. In this modern era, money is the main attraction of various actions, both moral and immoral. This can also be found in entrepreneurial actions. The drive to obtain financial rewards dominates a person's motivation to be entrepreneurial (Cassar, 2007; Wabang & Batilmurik, 2023) This is not surprising, because the entrepreneurial profession is known as one of the professions that can make a lot of money (Kerr et al., 2015; Ughulu, 2022)

In a hybrid context, the desire to earn money can be an incentive for a person to start their own business that blends traditional business elements with broader values, such as sustainability, social responsibility, or technological innovation. In the hybrid entrepreneurship paradigm, making money is not the only motivation (Demir et al., 2020) Entrepreneurs in this model often have broader goals, such as answering social or environmental challenges, improving the quality of life of communities, or even advancing technology for the common good. Nonetheless, financial aspirations remain relevant because money is a tool that allows businesses to grow and achieve larger goals. Thus, the desire to earn money can coexist with the desire for hybrid entrepreneurship, creating a balance that allows for sustainable business growth while maintaining the integrity of the values upheld by entrepreneurs. Therefore, the first hypothesis of this study is as follows. Hypothesis 1: financial incentives positively influence the desire to become a hybrid entrepreneur

Job satisfaction in the current workplace can affect a person's desire to turn to other activities or professions that have the potential to provide job satisfaction. A work environment that cares about employee well-being, provides space for creativity, and encourages professional growth will often increase individual job satisfaction (Astuti et al., 2022; Irma & Yusuf, 2020) When a person feels valued and has the freedom to pursue new ideas and have opportunities to learn and grow, they tend to be more satisfied with their work (Siagian et al., 2019) High job satisfaction can give rise to the urge to explore hybrid entrepreneurship opportunities as avenues to implement new ideas, pursue personal interests, or make a greater positive impact in a more flexible work environment.

In addition, the desire for hybrid entrepreneurship can also be triggered by dissatisfaction with current working conditions. When a person feels limited in their possibilities of thriving or feels constrained by rigid organizational structures, they may look for alternatives to embody visions and values that are more in line with their own personal desires (Fauzi et al., 2022) Hybrid entrepreneurship offers the opportunity to leverage the skills individuals have, execute creative ideas, and create a work environment that is more in line with their preferences and life goals (Folta et al., 2010) Therefore, job satisfaction today can be a trigger for a person to embark on a journey as a hybrid entrepreneur, where they can pursue greater satisfaction through independence and the achievement of broader personal goals. Hypothesis 2: Job satisfaction negatively affects the desire to become a hybrid entrepreneur

Time flexibility can be an important factor in encouraging the desire to be entrepreneurial. As a salary recipient of the institution where he works, an employee is often bound by strict working hours and rigid organizational structure (Block et al., 2022) However, with the availability of time flexibility, such as more open work schedules or the opportunity to work remotely, employees have more space to pursue their entrepreneurial interests and aspirations outside of working hours (Adisa et al., 2021) This time flexibility allows them to run a side business or entrepreneurial project without having to leave their main job as an employee of an institution.

In addition, the flexibility of time also allows the country's civil servants to integrate hybrid entrepreneurial activities into their daily routines without compromising the balance

between work and personal life. This way, they can run a side hustle or entrepreneurial project without experiencing direct conflict with their office duties. As such, time flexibility can facilitate the ability of the country's civil apparatus to explore the world of hybrid entrepreneurship, providing opportunities for professional growth and creativity beyond the boundaries of their formal work. Hypothesis 3 : time flexibility positively influences the desire to become a hybrid entrepreneur

RESEARCH METHOD

The participants in this study are State Civil Apparatus (ASN) from various agencies in Kupang City, the capital city of East Nusa Tenggara Province. It is assumed that the respondents are adults who are able to answer the questionnaire with full awareness. They must be willing to fill out the questionnaire without any coercion and without knowing the hypothesis of this study so that the answers given are not biased. Respondents will not be rewarded for filling out this questionnaire, and they are allowed to stop filling out if they feel uncomfortable with the questions asked.

Respondents received an invitation to participate online, which contains a URL link that directs them to the survey page. They are free to accept or decline the invitation. Respondents were told that the purpose of this scientific study was to understand their views on entrepreneurial decisions. The sample was taken based on the principle of convenience sampling, so that the most easily met respondents were used as samples in this study. Respondents were encouraged to answer questions related to the research variables. At the end of the online survey, they were asked to provide demographic data such as age, gender, and education level. Respondents' names and phone numbers are not asked to guarantee confidentiality and encourage them to give honest answers.

The questions in the questionnaire are adapted from previous studies that have passed validity and reliability tests. For the variable of financial motivation, the measurement scale was adapted from the previous study conducted by Moller et al. (2012) which consisted of 4 (four) items. As for the variable of job satisfaction, it was adapted from a study conducted by Tourangeau et al. (2006) as many as 5 (five) items. Furthermore, the time flexibility variable was measured by adapting the scale published by Moen et al. (2011) a total of 6 (six) items. Finally, the variable of entrepreneurial interest was adapted from a study conducted by Wang et al. (2016) which consisted of 4 (four) question items. All variables were measured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).

Because this study is a quantitative research that aims to find out the existence and type of relationship between one variable and another, the analysis tool used is multiple regression analysis. SPSS Version 26 software is used to make calculations easier. The analysis stages themselves will be divided into initial and advanced stage analysis. Initial analysis is carried out to ensure that all measurement scales are valid and reliable, as well as to clean the data. Meanwhile, advanced analysis is basically to test the hypotheses that have been built.

The multiple regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where:

Y : dependent variable

X : independent variable

a : intercept

B : coefficient

The independent variable (Y) is the desire to be a hybrid entrepreneur. X1 is job satisfaction (KK), X2 is time flexibility (FW) and X3 is financial drive (DF).

RESULTS AND DISCUSSIONS

Demographic Data

This study aims to investigate the underlying motivation of a state civil servant (ASN) to become a hybrid entrepreneur. Therefore, the respondents in this study are civil servants who are domiciled in Kupang City, the capital of East Nusa Tenggara Province. The respondents were civil servants from various agencies, including the Regional Government of East Nusa Tenggara Province, the Regional Government of Kupang City, the Regional Government of Kupang Regency and several other central vertical agencies.

The number of respondents who participated was 144 ASN. The demographic background of the respondents is shown in the following tables:

Table 1. Gender

Gender	Sum	Percentage
Man	49	34
Woman	95	66
Total	144	100

Table 2. Age Group

Age Group	Sum	Percentage
< 30	21	15
31-40	40	28
41-50	67	47
> 50	16	11
Total	144	100

Table 3. Education Level

Education Level	Sum	Percentage
High School/Vocational School	41	28
Sarjana	92	64
Postgraduate	11	8
Total	144	100

Table 4. Length of work

Length of work	Sum	Percentage
< 10 years	49	34
10 – 20 years	64	44
> 20 years	31	22
Total	144	100

As seen in Table 1 to Table 4, the respondents were dominated by women, aged 41-50 years, graduated from bachelor's degree and worked in the range of 10-20 years.

Instrument tests

Furthermore, we test the validity of the instruments used in this study by testing the validity and reliability of the questionnaire used. Item validity is used to measure the accuracy of an item in measuring what you want to measure. Valid items are indicated by the correlation between the item and the total score of the item. Determine whether or not an item is suitable for use by using a correlation coefficient significance test at a significance level of 0.05. If the

significance value is lower than 0.05, the item in question is declared valid. All items used in this study have passed the minimum requirements of the validity test.

Table 5. Validity Test

Item	(X1)	(X2)	(X3)	And
1	0.78*	0.72*	0.82*	0.81*
2	0.68*	0.76*	0.75*	0.82*
3	0.76*	0.73*	0.79*	0.87*
4	0.81*	0.76*	0.82*	0.80*
5	0.78*	0.69*		
6		0.74*		

A measuring instrument is considered reliable if it is able to produce consistent results in measuring a phenomenon at various times. The researcher used Cronbach's Alpha reliability test method with the help of the SPSS 26 program for Windows. The results of the reliability test are shown in Table 6.

Table 6. Reliability Test

Variable	Cronbach Alpha	Score minimum	Status
X1	0.75	0.6	Reliable
X2	0.76	0.6	Reliable
X3	0.73	0.6	Reliable
And	0.80	0.6	Reliable

The results of the overall validity and reliability test show that the items of each variable can be used for further analysis because they show valid and reliable results.

Hypotheses tests

Multiple Regression analysis was examined to test the effect of all independent variables on dependent variables. To facilitate data processing, the author uses the help of SPSS 26 for Windows programs. The results of this test can be seen as follows:

Table 7. Multiple Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.322	.223		1.231
	Job Satisfaction	-.010	.042	.543	2.012
	Time flexibility	.170	.064	.202	3.022
	Financial boost	.172	.051	.182	3.057

a. Dependent Variable: Wirausaha hybrid

Based on the results in Table 7, the multiple regression equation is as follows:

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

$$Y' = 0.222 - 0.010X_1 + 0.170 X_2 + 0.172 X_3$$

The partial hypothesis of this study is seen based on the results of Table 7. The effect of job satisfaction (X1) on the desire to be a hybrid entrepreneur (Y).

By looking at the significance value of 0.102 or greater than 0.05, it can be concluded that there is no influence of job satisfaction (X1) on the desire to be a hybrid entrepreneur (Y). In other words, the first hypothesis is not proven.

a. The effect of time flexibility (X2) on the desire to be a hybrid entrepreneur (Y).

By looking at the significance value of 0.001 or less than 0.05, it can be concluded that there is a positive influence of time flexibility (X2) on the desire to be a hybrid entrepreneur (Y). In other words, the second hypothesis is proven.

b. The effect of financial motivation (X3) on the desire to be entrepreneurial hybrid (Y).

By looking at the significance value of 0.000 or less than 0.05, it can be concluded that there is a positive influence of financial encouragement (X2) on the desire to be entrepreneurial hybrid (Y). In other words, the third hypothesis is proven.

To test the simultaneous hypothesis, we performed Test F. Test results are illustrated in Table 8 below.

Table 8. F test Results

ANOVA		Sum of Squares	df	Mean Square	F	Mr.
Model						
1	Regression	52.622	3	12.321	52.011	.000b
	Residual	21.763	141	.254		
	Total	63.456	144			

a. Dependent Variable: Hybrid entrepreneurial desire

b. Predictors: (Constant), job satisfaction, time flexibility, financial encouragement

A significance value of 0.000 or less than 0.05 indicates that overall, all independent variables have an effect on the dependent variables. Based on the results of the determination coefficient (R^2) analysis, the contribution of independent variables to the dependent variable as a whole can be seen in Table 4. The R^2 value obtained was 0.413 or 41.3%, which indicates that the independent variables contributed 41.3% to the dependent variables. The rest, 58.7%, was influenced by other variables that were not included in this research model.

Table 9. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544a	.295	.298	.32466

a. Predictors: (Constant), job satisfaction, time flexibility, financial encouragement

b. Dependent Variable: Hybrid entrepreneurial desire

The results of this study provide several important findings regarding the factors that affect the desire of state civil servants (ASN) in Kupang City to become hybrid entrepreneurs (Nino et al., 2023). Overall, independent variables such as job satisfaction, time flexibility, and financial encouragement contributed 41.3% to ASN's desire to become hybrid entrepreneurs, while the other 58.7% were influenced by other factors that were not included in this research model.

Job satisfaction did not have a significant influence on ASN's desire to become hybrid entrepreneurs, with a significance value of 0.102. This shows that the level of satisfaction in the work of civil servants does not directly affect their interest in engaging in entrepreneurial activities.

ASN may see their main job and side hustle as two separate things. On the other hand, time flexibility has a significant and positive influence on ASN's desire to be involved in hybrid entrepreneurship. Civil servants who feel they have more flexible time tend to be more likely to enter the world of entrepreneurship without interfering with their main job (Nora, 2022). This flexibility provides opportunities for them to manage their business while still carrying out their duties as civil servants.

Financial incentives also have a significant influence on the desire to be a hybrid entrepreneur. ASNs who feel the need to increase their income tend to be more encouraged to start

a side business. Even though ASN gets a fixed salary, additional financial needs can be a strong motivation to seek additional income through entrepreneurship (Morozko et al., 2021).

Overall, the combination of these three independent variables simultaneously has a significant effect on ASN's desire to become a hybrid entrepreneur. Time flexibility and financial drive are the main factors driving this desire, although job satisfaction does not directly affect their decision. This research provides important insights for the government or related institutions who want to support civil servants in running side businesses, with a focus on increasing time flexibility and providing adequate financial incentives.

CONCLUSION

This study examined the factors influencing state civil servants' (ASN) desire to engage in hybrid entrepreneurship, focusing on job satisfaction, time flexibility, and financial encouragement. The results revealed that job satisfaction had no significant impact on the desire to become a hybrid entrepreneur ($p = 0.102$), indicating that ASNs may view their main job and side business as separate. In contrast, time flexibility showed a positive and significant effect ($p = 0.001$, $B = 0.170$), suggesting that ASNs with more flexible schedules are more likely to pursue entrepreneurship without disrupting their primary duties. Financial encouragement also had a strong positive influence ($p = 0.000$, $B = 0.172$), as ASNs motivated by additional income were more inclined to start side businesses. The overall model was significant ($F = 52.011$, $p = 0.000$), with the independent variables accounting for 41.3% of the variation in hybrid entrepreneurial desire ($R^2 = 0.413$). These findings suggest that time flexibility and financial motivation are key drivers of ASN's entrepreneurial interests, while job satisfaction plays a minimal role. For policymakers, enhancing time flexibility and providing financial incentives could support civil servants in balancing their roles while engaging in hybrid entrepreneurship.

This study has several limitations that should be considered. First, it was conducted in Kupang City, East Nusa Tenggara Province, which may limit the generalizability of the findings to other regions, as civil servants in different areas may face varying economic and cultural conditions. Second, the study focused only on three variables—job satisfaction, time flexibility, and financial motivation—while other relevant factors, such as entrepreneurial skills, social networks, or access to business capital, were not examined. Lastly, the cross-sectional design of the study captures the motivations of civil servants at a single point in time, without considering how these motivations may evolve over the course of their careers or in response to changing external circumstances. Future research should address these limitations to provide a more comprehensive understanding of hybrid entrepreneurship among civil servants.

Overall, the variables of time flexibility and financial incentives are important factors in encouraging ASN to enter the world of hybrid entrepreneurship, while job satisfaction does not directly affect the decision. This result has practical implications for the government or institutions that want to encourage civil servants to be entrepreneurial, namely by creating a more flexible work environment and providing relevant financial incentives.

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