Success Factors of Hybrid Entrepreneurs: 
Case Study of Universitas Ciputra Academician

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Abstract

Indonesian people show indication not having enough courage to be Entrepreneurs. Business owners account for less than 2 percents of the Indonesian population. Neighboring countries, such as Singapore and Malaysia, have much higher rates. One of the problems is a mentality problem. Fear of starting something new, lack of skills, and knowledge make most of Indonesian population choose to be employees. Yet as an employee, we have risk of being laid off. So there is an alternative transition phase labeled as Hybrid Entrepreneur to reduce risk as a business owner and as an employee. Thus, this study will try to see the supporting success factors both internal and external that enable someone to have a wage work while working on own business, and why they stay in this role. This study learn how hybrid entrepreneur able to perform their two roles, if the working environment suitable enough. This will be an exploratory research using qualitative data and case study. This research is interesting because of the informants and working environment characteristics. All of the informants are academicians who are running their own businesses with minimum 24 working hours per week as employees (lecturers in this case study).

Keywords: Hybrid Entrepreneurship; Entrepreneurship; Self-employment; Employee

1. Introduction

According to forbes.com, the biggest risers in Entrepreneurship & Opportunity in the last 6 years (2009-2014) are: Indonesia, Kazakhstan, and Vietnam. Improvement in the state of the entrepreneurial environment in Indonesia, have seen in infrastructure and access to opportunity. Indonesia has the highest perception of opportunity in the world at 99% believing working hard can get you ahead. This is a slight rise on 2009 (97%) but within the margin of error. Since 2011, economic freedom in Indonesia has advanced by over 2.0 points, reflecting a more sustained commitment to opening up the financial sectors and improving the investment regime. However, Indonesia people showing indication not having enough courage to be Entrepreneur. Business owners account for less than 2 percent of the Indonesian population. Neighboring countries, such as Singapore and Malaysia, have much higher rates. One of the problems is a mentality problem. Courageous in taking risks for most Indonesia population is very low. Fear of starting something new, lack of skills, and knowledge make most of Indonesian population choose to be employees.

Burke et al. (2008) in Folta Research found that pure entrepreneurs are outnumbered by individuals who mix their time in both self-employment and wage work, and other scholars have described the prevalence of this phenomenon across multiple countries1. Indonesia is one of the countries that have this phenomenon. However, not all individuals who mix their time in both self-employment and wage work are hybrid entrepreneurs. An individual who has an additional wage work outside his own venture because of financial restrictions is not a hybrid entrepreneur.2 Joy (2009) thinks Hybrid entrepreneurship is the most advantageous way, in any kind of economy, to address financial challenges.

This research goal is to find out supporting factors that enables someone perform well in two roles as hybrid

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1 Burke et al. (2008) followed 11,361 men and women from the British National Child Development Study and found that pure entrepreneurs were outnumbered by individuals who mixed their time in both self-employment and wage work. Evidence from the European Labour Force Survey indicates that a large proportion of the self-employed (11% in Greece, 18% in France, 32% in Sweden, and 68% in the Netherlands) often combine self-employment with some other type of work (Strohmeyer and Tonoyan 2006). Renna (2006) recently noted that the incidence of dual jobholding is higher for the self-employed than for wage workers. A number of studies have noted that over 50% of nascent entrepreneurs are also employed full-time for pay (Reynolds et al. 2004, Petrova 2005, Campbell and De Nardi 2007), leading Reynolds, et al. (2004: 41) to note that hybrid entrepreneurship is—one of the least understood features of nascent entrepreneurs.

2 Folta et al. (2010) conclude that individuals may enter hybrid entrepreneurship to generate non-monetary benefits, but found no indication that people become hybrids to earn supplemental income. Similar findings were reported by Petrova (2012), who concluded that part-time entrepreneurs are not impacted by financial constraints.