

## *Hybrid Entrepreneurs in Academia of Pakistan*

**Dr. Ahmad Raza Bilal**  
Faculty of Business  
Sohar University Oman  
([abilal@su.edu.om](mailto:abilal@su.edu.om))

**Tahira Iram (Correspondence Author)**  
Faculty of commerce & finance  
Superior University Lahore, Pakistan  
([mini\\_sayal@yahoo.com](mailto:mini_sayal@yahoo.com))

**Dr. Khyzer Bin Dost**  
Faculty of Management sciences  
Superior University Lahore, Pakistan  
[m.khyzer@superior.edu.pk](mailto:m.khyzer@superior.edu.pk)

### ABSTRACT

This research was conducted to explore the job issues faced by the university academicians. Such individuals who are fully employed and also engaged in hybrid entrepreneurship at the same time are called “Hybrid Entrepreneurs”. The researchers employed a qualitative approach; in-depth interviews were conducted with 11 teachers’ male/female from Higher Education Institutes (HEIs) using snowball sampling technique. Thematic analysis was conducted through Nvivo 11 plus software. Findings of the study showed that some of the teachers were facing financial constraints due to low salary packages; also having time flexibility issues that forced them to move towards being a part-time entrepreneur. Further, the economic and political conditions of the country also influenced their decision to start hybrid entrepreneurship as well as the entrepreneur intentions, family entrepreneurship setup; work pressures also urge them to take hybrid financial investment decisions. This research puts light on the fact that the university teachers are directly or indirectly involved in hybrid entrepreneurship as hybrid entrepreneurs, which have been under-researched areas in the entrepreneurship literature. The immense importance of the study lies in exploring the factors forcing them towards hybrid entrepreneurship and the pressures faced by the teachers from HEIs in Pakistan.

#### **Keywords:**

*Financial constraints, hybrid, job insecurity, entrepreneurial intentions, tax perks*

#### **Disclaimer of interest**

***There is no conflict of interest among authors***

## INTRODUCTION

### Entrepreneurship is an Opportunity

To be an entrepreneur is the dream of every job holder due to insecurity of jobs prevailing in Pakistani society or to fulfil the financial needs of his family. The passion to be an entrepreneur is rising day by day (Ali, Alam & Lodhi, 2014). While the interests in financial investments are increasing, but still, there are many areas which are still under study (Paul, Whittam & Wyper, 2007). It is a complex decision to leave current employment and wander out into an insecure area, which is precisely why numerous individuals choose to test the interest for their new entrepreneurship while as yet getting a charge out of the advantages of a full-time compensation. In this economy, it's more possible to build up numerous surges of salary than it is to procure more cash from a solitary employment. Given the quantity of individuals losing their employments, this might be a more secure strategy also and a hybrid entrepreneurship can be a decent method. Regardless of whether you need to keep it basic as only a wellspring of additional pay, or form it into a full-time entrepreneurship, the decision yours.

### Pressures of being an Entrepreneur

Numerous individuals who can't manage the cost of the high price of protecting themselves keep their everyday employment exclusively for this reason. At that point, once their entrepreneurship ends up noticeably sufficiently gainful to bear the cost of protection, they leave their activity and turn into a full-time entrepreneur. Numerous individuals start low maintenance entrepreneurship with a specific end goal to put something hybrid to do something they couldn't generally bear the cost. The family entrepreneurship supports the individual, and they usually have optimistic about selecting entrepreneurship in future (Zellweger, Sieger, & Halter, 2011).

Occupation holders must be sensible in his figuring's, and after that be straightforward with himself about regardless of whether her way of life can deal with it. Ensure that he has sufficient energy accessible, as well as that he will forfeit it with his family's full help. Each activity has a pressure factor. So when he is juggling both an all-day work and hybrid entrepreneurship, he is going to no less than twofold it. In any case, if he is arranged and comprehends that it goes with the job, he will be better ready to manage it. If an ultimate choice should be made, he will most likely make his needs deliberately already. At the point when work holder working at low entrepreneurship maintenance, acknowledge it presumably won't develop as quick as full-time entrepreneurship would. The entrepreneurship choice is very positive but having stressful journey (Cesaretti, 2008). Numerous hybrid entrepreneurs get disheartened because it takes so yearn for their organizations to develop.

### Management of hybrid Entrepreneurship

Hybrid entrepreneurship has vast numbers of similar difficulties and issues full-time entrepreneurship has. To start a financial investment, an individual always needs self-efficacy (Vance, 2005). Here are a couple of contemplations to remember. If he believes he is occupied

now, hold up until the point that he has an organization to run. Indeed, even hybrid organizations take up heaps of time, particularly first and foremost stages when he is merely setting up his frameworks and endeavouring to pull in clients. He'll be working after his regular employment amid the week and in all likelihood on ends of the week as well. It will constrain the time she has for her family and individual connections. Since this is hybrid entrepreneurship, his thought should be keen since he'll have limited time and vitality to contribute. Think about these four things when building up his idea. On the off chance that he takes a gander at numerous active organizations, he'll see that they make them something in like manner: they've recognized an issue and answered. (Aspachs, Goodhart, Tsomocos, & Zicchino, 2007) stated that people usually invest by relying on the news from newspapers, mass media and market information.

In contrast, the experienced investor more relies on technical analysis of the market. An investor usually remained in touch with the market information, which is quantitative as well as related to the all fundamental financial laws and opinions and recommendations of the seniors. But on the other hand processing of all information is challenging to secure. In this economy, it' possible to build up different surges of salary than it is to win more cash from solitary employment.

### **Selection of hybrid entrepreneurship**

The kind of entrepreneurship that requires active proprietor interest at extremely inconvenient times of the day may not be the best if he is working an all-day work. Entrepreneurship choice out of clusters in difficult (Rose & Reynolds, 2006). For instance, if he opens administration entrepreneurship and clients need to see he amid daytime hours, he'll be restricted to just his meal break. On the other hand, an investment decision is a tough task to be taken. "The buyer and seller every time use to buy and sell the shares into the stock market, and both think that they are smart." (William Feather). The systematic financial paradigms try to understand the market of finance by using those models though which the investor is usually familiar and find he is rational. However, the theories used by the different authors are very complex and explanatory in nature and been evolved for more than ten years the investor's rationality as a central assumption.

### **Monetary Prospective**

Financing these new enterprises is pivotal to commercial development, making new occupations (Sudek, 2006). Scholastics have indicated out that there is more need for examinations to completely comprehend the necessary leadership of Entrepreneurship investors (Sudek, 2006). Investors do a conhybridrable measure of entrepreneurship speculation choice research; generally depicting what criteria are connected to progress or disappointment (Riding, 2007). Our insight into the requirements for essential entrepreneurship leadership is very constrained. Scholastics have proposed that further investigations should be done to develop the comprehension of entrepreneurship venture. A researcher has expressed that there should be more examinations, so the approach producers and bolster organizations can improve developments for the diverse phases of the speculation procedure. One motivation behind why there weren't not being such a large amount of examinations about investors is that there is no open information about their choices, ventures and so on. That is the reason this examination territory is called a casual investment showcase (Paul et al., 2007)

The purpose of this research in the higher education department is to explore the motivational factors among academicians towards hybrid entrepreneurship? To explore the reasons why academicians don't like to leave their jobs to give full attention to entrepreneurship? To identify the work and other pressures they are facing on current employment? This study will highlight the significant issues of employees regarding their job satisfaction, pay scales and job pressures. It is designed to explore the financial constraints of the people and even the job insecurities.

The hybrid entrepreneurship among academicians is a highly under-researched area, which needs to be researched. The population which is selected is the highly noble population, teachers, what type of factors urges them to start hybrid entrepreneurship are needs to be investigated. The income of the teachers is not up to the mark due to their less timing as compared to the other officials; government should pay attention towards this dark hybrid too

## LITERATURE REVIEW

To be an entrepreneur is the dream of everyone today; people are interested in investing the money into some entrepreneurship rather than save it for contingency purpose. Finance is a concept of managing the minimum resources in their best way by human beings to maximize wealth; financial knowledge is must be facilitated strategically (Hubbard & Vetter, 1996). But the question is this how these resource is best allocated and managed, to explain this phenomenon there are two key points, first is investor must be rational in all aspects. Second, the market is efficient; these both points are mentioned in the traditional theory of finance. From the opinion of psychologists the economic decisions taken by the investors are usually irrational, behavioural finance focus on rational behaviours, according to psychologists, the emotions and cognitive often wrong decision making. In the financial market, the investors usually get information for trading which is insufficient (Daniel, Hirshleifer & Subrahmanyam, 1998)

In this investigation, we highlight troubled representatives as the individuals who are disappointed with their jobs. (Paradiso, Morris, Benbasat & Asmussen, 2004) characterizes work disappointment as upsetting background looked by representatives at work. Employment disappointment is the state or mentality of uneasiness, dismay and despair, which Special Issue on New Trends in Entrepreneurship, Economics and Management typically happen when specific circumstance does not meet the normal. Other than this, Job disappointment matters a ton, to associations, clients, chiefs and all representative. Since each representative can't be happy with his/her activity, this disappointment is expected to be unpaid, absence of intrigue, restricted vocation and development opportunity, and poor administration.

Researcher suggests that other financial and economic theories also help in understanding these behaviours too, however academically there are many anomalies in the actions of investors which were unable to know by the financial and economic theories. Academically many theories impelled to must look at the illogical and irrational behaviour of investor. Behavioural finance usually based upon the large no of proofs and evidence which has focused on the flaws in human decision making towards economic decisions (Pompian, 2011). The biases in behavioural finance are similarly defined as defined by the other systematic error (Chen et al., 2007).

The low pay scales and even the greed behaviour of the people also urge them to invest somewhere along with a full-time job. (Hayat & Anwer, 2016) argue that investor always becomes rational in his investment decisions because he likes to make all that decisions which

usually help him in enhancing and maximizing his wealth. Seen hierarchical help is assuming a vital part in administration to support up workers' certainty and it's a motivational system to make your representatives steadfast with the association. This examination researched the impact of Perceived Organizational Support on Organizational Citizenship Behavior in keeping money and training segment of Pakistan. For information accumulation, the poll study utilized. Test of 250 respondents got by using non-likelihood advantageous examining procedure in a time of two months. Results outline that apparent authoritative help has a positive and substantial impact and positive connection with Organizational Citizenship Behavior. At the remainder of this article, constraints of research, suggestions and recommendations for additionally explore have likewise been incorporated (Nisar, Ahmad & Ahmad, 2014)

Eastmen (2009) describes that the motivation of employees within the company depends upon the natural environment of the company and its creative work. (Shiraz, Rashid & Riaz, 2011) verify the significant relationship between the motivation and rewards from an organization which finally creates motivation and satisfaction with the organization. Human behaviours and his emotions play a crucial role in his investment decisions (Shiraz, Rashid & Riaz, 2011). There is just no inquiry that, generally, it is best to settle on choices without emotions included.

In advancing economies, individuals think, not from their brains but rather stomach. As a result of joblessness and de-adjustment of the economy, the main beyond any doubt wellspring of employment fulfilment is pay and advancement. This examination is an undertaking to decide the effect of compensation and promotion on work fulfilment in advanced education organizations of Pakistan. Non-likelihood irregular testing system and numerous investigations were connected, and 200 surveys were circulated to gather the responses and 5-points Likert scale was utilized to measure the reactions. Arbitrary choices were made once finished a period from open and private colleges of Punjab, Pakistan. Results reproduce beforehand accessible information and exactness based. Pay has a significant impact on work fulfilment however the advancement has less impact and most critical to the activity fulfilment (Malik, Danish & Munir, 2012)

The energy of enterprise propels universe of entrepreneurship; consistently makes the future and assumes the part of forceful thrust for change. Currently, think about intends to explore understudies' entrepreneurial intentions. Based on past writing, many-levelled relapse demonstrate was dissected and show fit was found. Discoveries show that entrepreneurial open doors, young entrepreneurial encounter, among socioeconomics age and sex have a significant relationship while culture has an insignificant effect on entrepreneurial goals (Ali et al., 2014)

The behaviour finance literature shows that there are so many types of entrepreneurs and there are even too many types of investing styles; the investor decision making has two ways one is to the under-react tendency to market information, and other is overreact tendency to market information (Jagongo & Mutswenje, 2014). Its means that investor shows positive behaviour when the market goes up and show the pessimistic tone when the market goes down, it represents the bullish and bearish trends prevailing in the market.

## **METHODOLOGY**

It is purely qualitative based research, and we used the interpretivism paradigm to explore multiple realities (Krauss & Putra, 2005). The selected population is the academicians from higher education institutions working in *Lahore, Punjab* and the sampling technique which we used is *convenience and snowball sampling* (Pratiwi, Alikodra, Sekartjakrarini & Kartodihardjo, 2008). In the presence of all diversities, the data were collected through in-depth interviews from 11 teachers of higher education institutions (HEIs).

Data analysis was done based on observations and transcriptions of recorded interviews in detailed through Nvivo 11 plus. Thematic analysis is used for the coding of data, as well as the diverse methods to deal with the qualitative data (JoannaSmith & JillFirth, 2011).

## RESULTS AND DISCUSSION

When the part of academia was asked why they are interested in entrepreneurship instead of having a full-time teaching job, either their income was not enough for fulfilling their expenditures. Most of the teachers replied that they are satisfied with their job and the income they are getting from them, but everyone has his own needs. There are a lot of factors which influence the investment decision of an individual (Jagongo & Mutswenje, 2014). One of the crucial factors is financial requirements and everyone wants to secure his and his children. And some of them also replied that teaching is a short timing job so they want to utilize the spare timings.

*“Thanks to God I am satisfied from my salary, everybody has future concerns and keeping in mind the future I started my hybrid entrepreneurship, so that I can secure my future (T. A)”*

*“I have free time after my job so I utilize it in doing hybrid entrepreneurship and other reasons were family expenditures, as my children are studying in colleges and universities, so to meet their expenditures I have to do hybrid entrepreneurship (T.B)”*

Besides all the general discussions the following problems were observed and extracted out of their replies

### JOB ISSUES

Various job issues are faced by the teachers on their employment places as well as with the change of government policies. Even the fear of loss of job is also an issue (Karren, 2012), which is always present in the mind of job holders due to political and economic instabilities.

#### Economic and political conditions

Economic and political instabilities not only disturb the job it also disturbs the entrepreneurship of the entrepreneurs too. The highly instable political conditions of Pakistan from last 2 years not only destroy the capital market but also the investment ratios. The politician state depends upon the political divisions it has made into the society, if the political development are occurring then politicians needs to reforms the society so that developments can be adopted and implemented (Robinson, 2011). The positive social environment positively affect the teaching profession (Rose & Reynolds, 2002)

*“Actually the environmental conditions which are going now days, which type of problems we are facing, expenses are too high, the income from job is not enough that's why we have to think about a hybrid entrepreneurship (T.F)”*

*“I have number of options but economic conditions matters, so according to the economy conditions of Pakistan every entrepreneurship is affected, no entrepreneurship is on boom in Pakistan, everyone should do that entrepreneurship which he has learned or have some exposure about that (T.C)”*

*“people have no money , purchasing power of people have reduced, brands even remain on sales throughout the year on 10%, even in starting they claim 30%, 40% even 50% off and, this is going on from 2016 due to political instability, it is going under recession even it is near depression now till government is not stable, it cannot be improved till the economy is not stables, your investor who has gone outside the country till not reinvest the whole amount again into entrepreneurship(T.C)”*

### **Job insecurity**

Human resource are the assets of any organization, the whole organization depends upon the workings of their human resource, so it is really important to focus on the problems they are facing (Shiraz et al., 2011). Due to the imbalance in the society and instability in the political scenario, the teachers feel that their jobs are insecure they can be fired out any time, and some teachers who are on contractual job they usually feel insecurity more as compared to the permanent teachers. There is need of additional research on job loss said by (Karren, 2012) .The teachers on temporary jobs usually see their future with entrepreneurship.

*“My future planning is establishing software house because my job is contractual basis and whenever I will feel in future that it is difficult for me to run the both I would prefer to leave the job (T.G)”*

*“As my job is not permanent, it a contractual nature so that in future may be I quit it and flourish my entrepreneurship in a better way (T.H)”*

*“Due to a contractual based job if my entrepreneurship flourish in future and get fully established I will skip my job and will pay full attention to my entrepreneurship (T.I)”*

### **Pressure factors on employment**

Individual usually feel pressures on employment places as they don't feel relax to work under someone, they feel reluctant in punctuality which they have to show during going on a job. Some people do not like to work under someone (Anwar & Hasnu, 2017). Sometimes the employment contracts are so rigid that the teachers feel reluctant to be on job more. Positive environment always support the teaching profession (Rose & Reynolds, 2002). As some said:-

*“Sometimes I become hectic I thought I should leave job, entrepreneurship is relaxing as I am all in all, in any way u can conduct a entrepreneurship but I can't leave my job coz my entrepreneurship is not at that stage (T.F)”*

*“Job is not suitable because during job I can’t open my own software house, and even if I open I can’t run it (T.G)”*

### Financial constraints

In the under develop countries like Pakistan the salaries of the job holders even teachers are very low that they feel constraints in meeting their expenditures within the remunerations they are getting form job. The organizations should have rewards and recognition programs to motivate and satisfy their employees (Shiraz et al., 2011) .There is lot of financial problems in our society, medical and education expenditures are too high as compared to the other world’s economies which cannot be covered within the salary of only job

*“My father is cancer patient and retired also that’s why I have to start entrepreneurship for hybrid income (T.I)”*

*“Teacher is always remain mediocre so to improve my earning I started entrepreneurship (T.L)”*

**Job issues (table#1)**

	<b>economic and political conditions</b>	<b>financial constraints</b>	<b>job insecurity</b>	<b>pressure factors on employment</b>
<b>Interviewee: A</b>	0	0	0	2
<b>Interviewee: B</b>	0	2	0	2
<b>Interviewee: C</b>	0	1	1	1
<b>Interviewee: D</b>	0	2	1	2
<b>Interviewee: E</b>	0	2	0	2
<b>Interviewee: F</b>	0	2	2	1
<b>Interviewee: G</b>	0	0	0	2
<b>Interviewee: H</b>	1	0	0	0
<b>Interviewee: I</b>	0	0	0	0
<b>Interviewee: J</b>	0	1	0	1
<b>Interviewee: K</b>	1	0	0	0
<b>total</b>	2	10	4	13

The above frequency table is representing that the economic and political conditions are discussed by the two interviewees whereas the financial constraints is discussed by everyone except 4 interviewees even the 4 of the interviews discussed the financial constraints two times in their interviews. Similarly the job insecurity is discussed by the three interviewees out of whom one interviewee discussed it twice whereas the pressure factors which they are facing on employment in almost discussed by the all except three teachers and the five teachers highlighted it twice

## **REASONS BEHIND HYBRID ENTREPRENEURSHIP**

### **Saving motive**

Individuals usually remain insecure about their future, and saving is the habit of most of the individuals. The parents also become highly conscious of how to pay the fees at the college level of their children (Kane, 1998).

Everyone wants to save money for their future contingencies and the future of their children, most of the interviewees replied:-

*“Yes of course to secure our future and for my kids future for uncertainties I save my money (T.F)”*

The marriages are becoming the status symbols nowadays (Bloch, Rao, & Desai, 2004), that’s why females jobholders need to save money for their excellent marriage celebrations

*“I am unmarried, and I use my income for further studies and also on saving (T.G)”*

Similarly, daughter marriage is most costly in India (Bloch et al., 2004). Pakistani culture is also following the same customs.

*“Hybrid income I usually utilize for saving on bearing my marriage expenditures in future and on the studies of my younger sister (T.H)”*

### **Entrepreneurship in blood**

Family entrepreneurship setup also urges the individual to jump into the entrepreneurship automatically. Family entrepreneurship participation by any individual is now an emerging behaviour (Kjellman, 2014). The people want to continue his career as entrepreneurship or not are usually decided by the family setups. If they do not follow their setups, then they have to become hybrid entrepreneurs. The individual critical success and professional factors usually depend upon the family entrepreneurship (Bozer, Levin, & Santora, 2017). The interviewee said:-

*“Ours is family entrepreneurship; then if we left it we would be kicked out of family too (T.E)”*

*“Our entrepreneurship is from 25 years old which was started by my father in 1992, I look after the entrepreneurship and acting as supporting role to my father (T.B)”*

### Entrepreneurial intentions

The entrepreneurship in the blood is also the cause of becoming entrepreneurship man, even having hybrid entrepreneurship. The succession factors depend upon this that you have a family of entrepreneurs (Bozer et al., 2017). Some people have found to start entrepreneurship, but they have to start a job due to some other causes than their intentions always urge them to come back towards their career as an entrepreneur. Research shows that personality and entrepreneurial intentions have a positive relationship (Ozaralli & Rivenburgh, 2016)

*“I want to see that which I teach how it can apply in the practical field as I am an entrepreneurship teacher so I want to check the practical implications of entrepreneurship, that how entrepreneurship is conducted, as doctors are tough by doctors, engineers are tough by practical engineers, who teach entrepreneurship are 99% non-businessmen (T.C)”*

*“Our family setup is as that we all are businessmen, we can't work under someone, our father was in the military then he retired and started his entrepreneurship then we also started own entrepreneurship, source of investment was from father hybrid, it is 100% equity-based entrepreneurship no external financing, there was no job orientation before (T.E)”*

*“We have a culture of entrepreneurship in family, my grandfather is above 98 years old, and he is still doing his entrepreneurship, we have family setup and culture of entrepreneurship, we have the natural option of to be an entrepreneur (T.B)”*

### Job as a secure platform

Some individual uses their jobs as a platform for their entrepreneurship. The work experience is always helpful for the advancement of an individual career (Vance, 2005). Some teachers open the academies, schools and colleges for getting the students out of the institutions where they are working as teachers

*“My job in one way helps me as more students approach me from College to study in the academy (T.H)”*

*“Job is helpful in my entrepreneurship as the teachers in college usually come to my parlour, its help me in earning (T.I)”*

The writing a textbook is also complimentary with the job if there is no job, then there is no objective of writing a book. Teachers are less motivated to leave the job (Rose & Reynolds, 2002).

*“As it is attached with the job, so no as such problem, if I am not on the job, I will not be an author (T.J)”*

### Flexible timing in teaching

The teachers have to bear the massive task within fewer timings (Rose & Reynolds, 2002). Although people think that teaching is more relaxing job due to the flexibility in its schedules, usually teaching profession has fewer timings as compared to the other businesses, as said by my sample:-

*“I get more spare time and due to more spare time and I want to see that which I teach how it can apply in the practical field (T.C)”*

Due to meet the expenditures of a family the individual take benefit of flexible timings and start hybrid entrepreneurship

*“I have free time after my job, so I utilize it in doing hybrid entrepreneurship, and other reasons were family expenditures, as my children are studying in colleges and universities, so to meet their expenditures I have to do hybrid entrepreneurship (T.D)”*

**Reasons behind Hybrid entrepreneurship (Table#2)**

	<b>entrepreneurial intentions</b>	<b>family entrepreneurship</b>	<b>flexibility in timings</b>	<b>job as a platform</b>
<b>Interviewee: A</b>	0	0	2	0
<b>Interviewee: B</b>	0	1	0	0
<b>Interviewee: C</b>	0	0	0	0
<b>Interviewee: D</b>	0	0	1	1
<b>Interviewee: E</b>	0	0	0	0
<b>Interviewee: F</b>	0	0	0	1
<b>Interviewee: G</b>	1	1	0	0
<b>Interviewee: H</b>	0	0	2	0
<b>Interviewee: I</b>	0	0	0	0
<b>Interviewee: J</b>	0	0	0	0
<b>Interviewee: K</b>	1	1	0	0
<b>total</b>	2	3	5	2

Entrepreneurial intentions are discussed mostly by those individuals who have family entrepreneurship setups and except one and two teachers explained about the flexibility in

timings twice and the author of a book and the one who have academy accept that they are using the job as the platform of their hybrid entrepreneurship as it is interrelated to their job

### Future aspects

#### Hybrid entrepreneurship as a choice

The hybrid entrepreneurship varies from nation to nation, both quantitatively and qualitatively (Valliere, 2019). The entrepreneurship types and nature varies from person to person but carries entrepreneurship along with the job is a tough task. There are many clusters of entrepreneurship to select but to select the entrepreneurship is the hard task (Rosenfeld, 2005). Teachers, who are doing entrepreneurship on a large scale, they have partners to share the investment, and even to run the entrepreneurship in the absence of them. And the individuals who are doing entrepreneurship as a sole trader have the aim to leave the job in future and want to carry their only entrepreneurship. As well as the individual with family entrepreneurship background are very optimistic in choice of entrepreneurship while they are pessimistic in the locus of control in entrepreneurship (Zellweger et al., 2011). The persons who are doing entrepreneurship on partnership has a view:-

*“Yes, of course, my profession is teaching, and I can only do hybrid entrepreneurship, which is partnership entrepreneurship, we are two partners of 50, 50 per cent and my partner is running my franchise and all the investment is mine (T.A)”*

*“It’s a sole proprietorship (T.J)”*

*“It is an informal partnership which is not registered (T.D)”*

When we discussed with the respondents either their choice of entrepreneurship is right or wrong what they think about them right now, they replied:

*“If I see my passion, then it is not wrong, the academy is going right because it is related to my job, but construction hybrid is tough, I feel difficulties there. If u put ten years to some entrepreneurship, then u can’t change (T.K)”*

*“I would like to code the example as if u pour water in a glass or jug it will make its place as the entrepreneurship is, my entrepreneurship in satisfactory conditions nowadays, whenever I feel I have to change I will move forward, but now I am satisfied my current status (T.D)”*

Entrepreneurship choice depends upon the degree of self-efficacy (Zellweger et al., 2011)

*“I have several options but economic conditions matters, so according to the economic conditions of Pakistan every entrepreneurship is affected, no entrepreneurship is on boom in Pakistan, everyone should do that entrepreneurship which he has learned or have some exposure about that. I am experience of it now if I want even to switch then it matters that other entrepreneurship has more cash flows (T.C)”*

#### Tax perks

The unregistered entrepreneurship usually gets the tax perks as they don't pay the taxes to the government. Similarly, unregistered entrepreneurship has a substantial cost (Kontorovich, 1999). The Most of the entrepreneurs who are involved in hybrid entrepreneurship and not paying the taxes have less growth (Kontorovich, 1999). As the individual who is sole traders are also tax relievers because they are doing entrepreneurship on a small scale, some are the taxpayers who give benefits to the society as the payer of tax

### **Filers of tax**

The entrepreneurship which is growing on a large scale is the usual payer of tax

*"Yes our 12 institutions are filers; taxes are also deducted through bank accounts tax (T.E)"*

*"I am a teacher of tax, so I don't conceal, I pay tax (T.J)"*

### **Non-filers of tax**

The small scale entrepreneurship which is not paying the charges have a short period of explosive growth (Kontorovich, 1999)

*"No tax on entrepreneurship, I pay tax on my salary (T.F)"*

*"No, it is not registered that's why not paying tax (T.C)"*

### **Future preferences about job/entrepreneurship**

There must be reforms by the federal government to improve the teachers' salaries, and teachers must be supported. The teachers have an agenda that they need time and support to enhance (Morris, 2002). Due to the low incomes, most of the individuals want to continue with the job and entrepreneurship both because they have permanent employment and don't want to leave and due to financial constraints they have to do entrepreneurship along with it to fulfil their family requirements

*"With my life, both are attached even after retirement; I will continue both (T.J)"*

*"I want to take both together because my career is my education; hybrid entrepreneurship is carrying on, no issue. I want to be on a safe hybrid (T.I)"*

One individual said being a female; it is difficult to take the risk that's why she wants to continue the both in future

*"Being a female we feel fear factor in taking a risk, I will not quit my job in future, if my entrepreneurship become at the boom, then maybe I would think, but now I have no as such mind, I want to continue both (T.F)"*

### **Children education**

The expenditures in the family are not always linear (Haavelmo, 1947). The curve of family expenditure has an upward move. The married teachers focus that their children are studying and they have to pay fees of them that's why they are making the hybrid investment to generate more income to fulfil the needs and requirements of their children. Usually, the family

expenditures do not always depend upon the income of a person's but the age factor, as well as the wealth of the family, also involves in it (Haavelmo, 1947). The hybrid income is usually utilized by the individual to fulfil their family needs

*“Hybrid income is used on general home expenditures, on my children trips on their university fees (T.D)”*

And, on the expenditures of the children, the family expenditures also depend upon the amount of liquid asset a family have (Haavelmo, 1947)

*“Hybrid income is used on the education of my children (T.J)”*

**Further Aspects (Table#03)**

	<b>entrepreneurship choice</b>	<b>children education</b>	<b>future preferences</b>	<b>tax perks</b>
<b>Interviewee: A</b>	3	1	1	1
<b>Interviewee: B</b>	3	0	1	1
<b>Interviewee: C</b>	1	0	1	1
<b>Interviewee: D</b>	1	0	0	1
<b>Interviewee: E</b>	1	0	1	1
<b>Interviewee: F</b>	1	0	0	0
<b>Interviewee: G</b>	1	0	2	1
<b>Interviewee: H</b>	1	0	1	1
<b>Interviewee: I</b>	1	1	1	1
<b>Interviewee: J</b>	1	0	1	1
<b>Interviewee: K</b>	1	0	1	1
<b>total</b>	15	2	10	10

The hybrid entrepreneurship is mostly on a sole trader ship as the individuals want o take advantage of profits solely. Out of 11 the ratio of sole trader ship and partnership is shown in a table

*Table#04*

<i>Sole trader ship</i>	<i>partnership</i>
7	4

From the table#03, it is realized that the entrepreneurship choice is the hot topic which is discussed by every individual, and some individual presented it thrice. The children education is the priority of every married teacher, and they except one everyone is getting the benefit of non-paying the tax and all have future preferences that's why they took the initiative of hybrid entrepreneurship

## CONCLUSION

In this economy, it's more possible to build up various surges of salaries than it is to procure more cash from a solitary occupation. The teachers are the pride of the nation they must be highly paid (DfES, 2001). Given the number of individuals losing their employments, this might be a more secure strategy too, and hybrid entrepreneurship can be a decent method. Regardless of whether you need to keep it basic as only a wellspring of additional wage, or form it into full-time entrepreneurship, the decision your. Teaching is a noble profession; it must be on priority (DfES, 2001). The job insecurities facing by the visiting faculty in higher education should be eliminated. There must be proper rewards and recognitions given to the teachers (Shiraz et al., 2011). Most of the teachers are satisfied with their profession, although they are under stress more as compared to other professionals (Skaalvik & Skaalvik, 2011). They think they have short timings and that's why to have an edge of hybrid investment, by making a hybrid investment they are not fulfilling their financial needs but also securing their future with entrepreneurship along with savings. Further study can be done in this context by comparing the entrepreneurial intentions between the male and females, as well as the sample, could be selected other than higher education institutions. This study was un-highlighted so further studies on this section would also be preferable

## References

Ali, A., Alam, K., & Lodhi, N. A. (2014). Students intentions towards entrepreneurship: Pakistani perspective. *NICE Research Journal*, 7(2), 154-176.

Anwar, J., & Hasnu, S. A. F. (2017). Strategy-performance relationships: A comparative analysis of pure, hybrid, and reactor strategies. *Journal of Advances in Management Research*, 14(4), 446-465.

Aspachs, O., Goodhart, C. A., Tsomocos, D. P., & Zicchino, L. (2007). Towards a measure of financial fragility. *Annals of finance*, 3(1), 37-74.

Bloch, F., Rao, V., & Desai, S. (2004). Wedding celebrations as conspicuous consumption signaling social status in rural India. *Journal of Human Resources*, 39(3), 675-695.

Bozer, G., Levin, L., & Santora, J. C. (2017). Succession in family entrepreneurship: multi-source perspectives. *Journal of Small Entrepreneurship and Enterprise Development*, 24(4), 753-774.

Cesaretti, J. M. (2008). *Mechanical stress and stress compensation in Hall sensors* (Doctoral dissertation, Georgia Institute of Technology).

Daniel, K., Hirshleifer, D., & Subrahmanyam, A. (1998). Investor psychology and security market under-and overreactions. *the Journal of Finance*, 53(6), 1839-1885.

Eastman, J. A. (2009). *The effects of expected evaluation and reward on motivation and creativity in Turkish children* (Doctoral dissertation, Brandeis University).

Haavelmo, T. (1947). Family expenditures and the marginal propensity to consume. *Econometrica (pre-1986)*, 15(4), 335.

Hubbard, R., & Vetter, D. E. (1996). An empirical comparison of published replication research in accounting, economics, finance, management, and marketing. *Journal of Entrepreneurship Research*, 35(2), 153-164.

Jagongo, A., & Mutswenje, V. S. (2014). A survey of the factors influencing investment decisions: the case of individual entrepreneurs at the NSE. *International Journal of Humanities and Social Science*, 4(4), 92-102.

Johan Kjellman, A. (2014). Family entrepreneurship explained by field theory. *Journal of Family Entrepreneurship Management*, 4(2), 194-212.

Kane, T. J. (1998). Savings incentives for higher education. *National Tax Journal*, 609-620.

Karren, R., & Karren, R. (2012). Introduction to the special issue on job loss. *Journal of Managerial Psychology*.

Kontorovich, V. (1999). Has new entrepreneurship creation in Russia come to a halt?. *Journal of Entrepreneurship Venturing*, 14(5-6), 451-460.

Krauss, S. E. (2005). Research paradigms and meaning making: A primer. *The qualitative report*, 10(4), 758-770.

Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of Economics*, 2(4), 6-9.

Morris, E. (2002). Professionalism and trust-the future of teachers and teaching. motivation and satisfaction. *Interdisciplinary Journal of Contemporary Research in Entrepreneurship*, 3(3), 1428-1434.

Nisar, Q. A., Marwa, A., Ahmad, U., & Ahmad, S. (2014). Impact of perceived organizational support on organizational citizenship behavior: Empirical evidence from Pakistan. *International Journal of Research*, 1(5), 231-240.

Ozaralli, N., & Rivenburgh, N. K. (2016). Entrepreneurial intention: antecedents to entrepreneurial behavior in the USA and Turkey. *Journal of Global Entrepreneurship Research*, 6(1), 3.

Paradiso, J. A., Morris, S. J., Benbasat, A. Y., & Asmussen, E. (2004, April). Interactive therapy with instrumented footwear. In *CHI'04 Extended Abstracts on Human Factors in Computing Systems* (pp. 1341-1343). ACM.

Paul, S., Whittam, G., & Wyper, J. (2007). Towards a model of the entrepreneurship angel investment process. *Venture Capital*, 9(2), 107-125.

Pompian, M. M. (2011). *Behavioral finance and wealth management: how to build investment strategies that account for investor biases* (Vol. 667). John Wiley & Sons.

Pratiwi, S., Alikodra, H. S., Sekartjakrarini, S., & Kartodihardjo, H. (2008). The establishment process of Gunung Halimun National Park resulted in tenurial insecurity for local people, farmers, and hunters. This condition leads to the open conflict between local people and the government. One of the issues that make local people fight for is their rights to have an access and control toward the resources. As a development model of sustainable tourism, ecotourism

has been used to respond this type of conflict. The aims of this study were to evaluate whether or not the ecotourism .... In *Forum Pasca Sarjana* (Vol. 31, No. 3).

Riding, A. (2007). The Louvre's Art: Priceless. The Louvre's Name: Expensive. *The New York Times*, 7.

Robinson, N. (2011). Political barriers to economic development in Russia: Obstacles to modernization under Yeltsin and Putin. *International Journal of Development Issues*, 10(1), 5-19.

Rose, J., & Reynolds, D. (2006). Teachers' continuing professional development: A new approach. In *20th Annual World International Congress for Effectiveness and Improvement* (pp. 219-240).

Shiraz, N., Rashid, M., & Riaz, A. (2011). The impact of reward and recognition programs on employee's motivation and satisfaction. *Interdisciplinary Journal of Contemporary Research in Entrepreneurship*, 3(3), 1428-1434.

Shiraz, N., Rashid, M., & Riaz, A. (2011). The impact of reward and recognition programs on employee's

Skaalvik, E. M., & Skaalvik, S. (2011). Teacher job satisfaction and motivation to leave the teaching profession: Relations with school context, feeling of belonging, and emotional exhaustion. *Teaching and teacher education*, 27(6), 1029-1038.

Smith, J., & Firth, J. (2011). Qualitative data analysis: the framework approach. *Nurse researcher*, 18(2), 52-62.

Sudek, R. (2006). Angel investment criteria. *Journal of Small Entrepreneurship Strategy*, 17(2), 89-104.

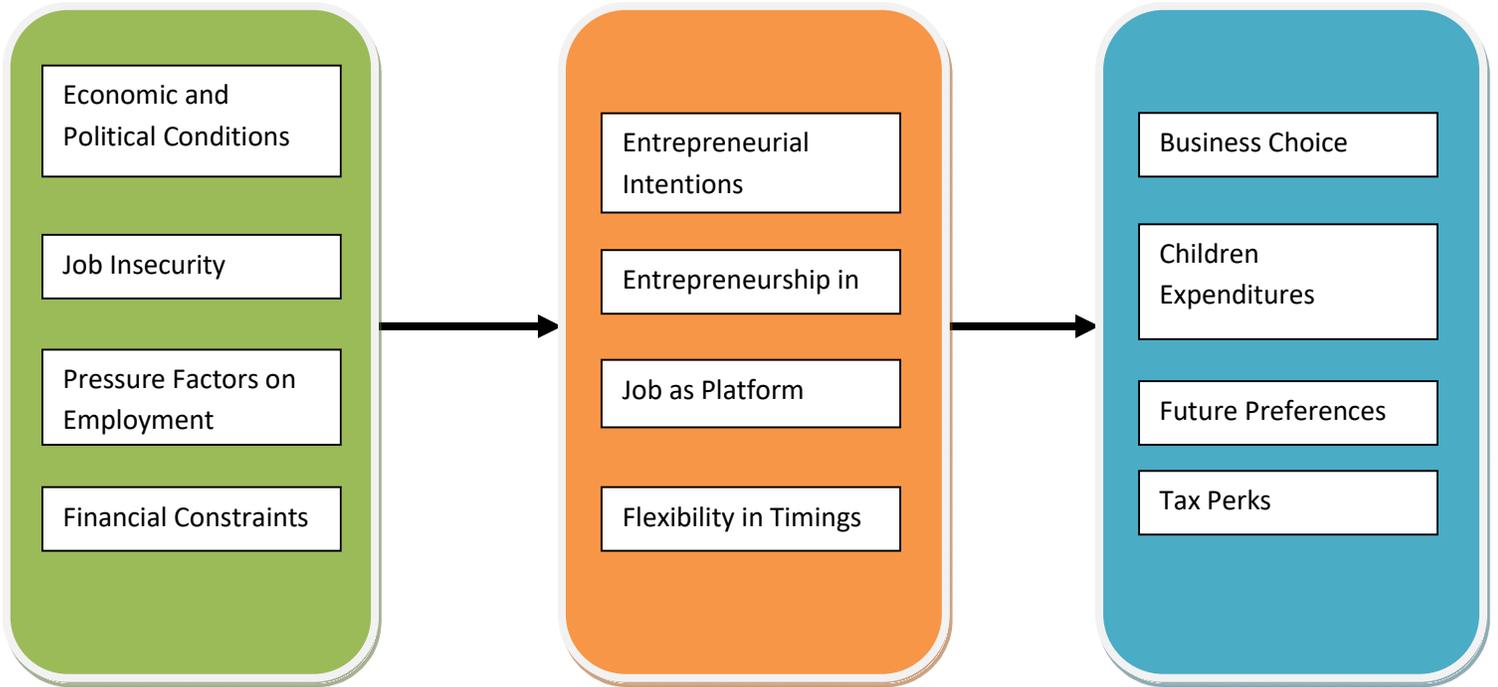
Valliere, D. (2019). Refining national culture and entrepreneurship: the role of subcultural variation. *Journal of Global Entrepreneurship Research*, 9(1), 47.

Vance, C. M. (2005). The personal quest for building global competence: A taxonomy of self-initiating career path strategies for gaining entrepreneurship experience abroad. *Journal of World Entrepreneurship*, 40(4), 374-385.

Zellweger, T., Sieger, P., & Halter, F. (2011). Should I stay or should I go? Career choice intentions of students with family entrepreneurship background. *Journal of entrepreneurship venturing*, 26(5), 521-536.

**CONCEPTUAL MODEL**

*Hybrid Entrepreneurs in Academia of Pakistan*



*Hybrid Entrepreneurs in Academia of Pakistan*

