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Hybrid Entrepreneurial Intention among Working Women

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Abstract: Hybrid entrepreneurship, which involves simultaneously engaging in salaried employment and entrepreneurial activities, has emerged as an increasingly relevant pathway for individuals seeking to balance employment security with entrepreneurial aspirations. This study examines hybrid entrepreneurial intention among working women, with particular emphasis on their demographic and employment characteristics and their inclination towards combining paid employment with entrepreneurial activities. The study adopts a descriptive research design and is based on both primary and secondary data. Primary data were collected from 260 working women employed in different sectors through a structured questionnaire using snowball sampling. Hybrid entrepreneurial intention was measured using selected items adapted from the Entrepreneurial Intention Questionnaire developed by Liñán and Chen (2009), modified to reflect the context of engaging in entrepreneurial activities while retaining salaried employment. The responses were measured on a five-point Likert scale, and the collected data were analysed using percentage analysis, cross-tabulation, descriptive statistics, and Chi-square tests.

The demographic findings indicate that the majority of respondents belong to the 31–40 years age group, are married, and are engaged in full-time employment. The Chi-square analysis indicates that age and marital status do not have a statistically significant association with the nature of employment, whereas educational qualification and occupation show statistically significant associations with the nature of employment. The study further reveals a high level of hybrid entrepreneurial intention among the respondents, with an overall mean score of 3.85. The highest mean score was recorded for the intention to start a business while retaining salaried employment (3.90), followed by the perception that hybrid entrepreneurship helps women face employment market uncertainties and supports better work-life balance (3.89 each). The findings suggest that working women perceive hybrid entrepreneurship as a means of reducing entrepreneurial risk while providing opportunities for additional income, flexibility, self-fulfilment, and professional independence. The study concludes that supportive policies, entrepreneurship development programmes, mentoring, skill development, access to finance, and flexible workplace arrangements can encourage working women to pursue hybrid entrepreneurial activities. The study contributes to the emerging literature on women and hybrid entrepreneurship by highlighting the potential of hybrid entrepreneurial pathways for promoting women's economic participation, career flexibility, and sustainable entrepreneurial development.

Keywords: *Hybrid, Entrepreneur, Professional, Individual.*

1. INTRODUCTION

Entrepreneurship has increasingly been recognised as a viable career option for individuals seeking economic independence and professional fulfilment. In recent years, hybrid entrepreneurship, which combines salaried employment with entrepreneurial activities, has gained increasing attention as a flexible pathway into entrepreneurship (Folta, Delmar, & Wennberg, 2010). Hybrid entrepreneurship enables individuals to reduce financial uncertainty while acquiring entrepreneurial experience before transitioning to full-time business ownership. Recent research further indicates that hybrid entrepreneurship represents an important staged pathway to entrepreneurial careers, with gender influencing the timing and formation of hybrid entrepreneurial intentions (Brändle & Kuckertz, 2022; Liu & Wu, 2022).

Entrepreneurial intention is widely recognised as an important predictor of entrepreneurial behaviour. Linan and Chen (2009) demonstrated that entrepreneurial intention is influenced by

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personal attitudes, perceived social support and perceived behavioural control. Recent studies have further highlighted the importance of perceived desirability, feasibility, motivation and social factors in explaining women's entrepreneurial intentions (Fayaz, Khandai, & Zupic, 2023; Chhabra et al., 2024). Working women may face financial considerations, family responsibilities and social expectations that influence their entrepreneurial decisions, making hybrid entrepreneurship an appropriate pathway for balancing employment security with entrepreneurial aspirations. Therefore, the present study examines Hybrid Entrepreneurial Intention among Working Women.

2. REVIEW OF LITERATURE

Entrepreneurial intention has been widely explained through behavioural and motivational theories. Ajzen's (1991) Theory of Planned Behavior (TPB) proposes that entrepreneurial intention is determined by attitude, subjective norms and perceived behavioural control. Similarly, Shapero and Sokol's (1982) Entrepreneurial Event Model (EEM) explains entrepreneurial intention through perceived desirability, perceived feasibility and propensity to act. These theories provide a foundation for understanding the cognitive and social factors influencing entrepreneurial decisions.

Previous studies have identified several determinants of entrepreneurial intention. Krueger, Reilly, and Carsrud (2000) reported that perceived feasibility and desirability significantly influence entrepreneurial intention, while Douglas and Shepherd (2002) explained how individuals compare the benefits and risks of self-employment with salaried employment. Folta, Delmar, and Wennberg (2010) established hybrid entrepreneurship as a pathway combining wage employment and entrepreneurial activities, while Raffiee and Feng (2014) found that retaining paid employment can reduce entrepreneurial risk during the initial stages of venture creation.

Recent studies have further developed the understanding of hybrid entrepreneurial intention. Brändle and Kuckertz (2022) found that individuals may use paid employment as a staged pathway towards entrepreneurship and identified gender differences in entrepreneurial career intentions. Liu and Wu (2022) also demonstrated that gender influences motives associated with hybrid entrepreneurial intentions. Research focusing on women has highlighted the importance of perceived desirability, feasibility, motivation and social factors in shaping entrepreneurial intention (Fayaz, Khandai, & Zupic, 2023; Chhabra et al., 2024). Arunmozhi (2022), studying working women in Coimbatore District, also reported that family background and marital status influence women's entrepreneurial intention.

Although recent studies have increased understanding of women's entrepreneurial intention and hybrid entrepreneurship, limited research has specifically examined hybrid entrepreneurial intention among working women in Coimbatore District. Therefore, the present study attempts to address this research gap by examining the factors influencing the intention of working women to combine salaried employment with entrepreneurial activities.

3. RESEARCH DESIGN

3.1 Research Design and Data Sources

The present study adopts a descriptive research design to examine hybrid entrepreneurial intention among working women. The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire administered to working women employed in various sectors, while secondary data were collected from books, peer-reviewed journals, related to entrepreneurship and women entrepreneurship.

3.2 Sampling and Sample Size

For the purpose of the present paper, a sample of 260 working women were drawn to obtain a representative subset for detailed analysis. Snow Ball sampling was adopted to collect the primary data. The selected sample size was considered adequate for the statistical analyses performed and is consistent with the recommendations of Krejcie and Morgan (1970) for social science research.

3.3 Measurement of Variables

Hybrid Entrepreneurial Intention was measured using items adapted from the Entrepreneurial Intention Questionnaire (Linan & Chen, 2009) and modified to assess respondents' intention to establish and manage a business while continuing their salaried employment. All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4 Data Collection and Analysis

The collected data were coded and analysed using the Statistical Package for the Social Sciences (SPSS). Percentage analysis was employed to summarise the demographic profile of the respondents, while cross-tabulation analysis examined associations between demographic characteristics and employment-related variables. Descriptive statistics were used to assess the level of hybrid entrepreneurial intention among working women.

4. ANALYSIS AND INTERPRETATION

Primary data were collected through a structured questionnaire administered to working women engaged in various forms of employment, including full-time employment, part-time employment, and independent professional work. For the purpose of this study, independent professionals refer to self-employed individuals who provide professional or contractual services independently without being on the regular payroll of a single organisation.

DEMOGRAPHIC PROFILE OF RESPONDENTS

The demographic profile of the respondents provides an overview of their personal and employment characteristics. The respondents were classified based on age, marital status, educational qualification, and nature of employment. The nature of employment was categorised into full-time employees, part-time employees, and independent professionals. The distribution of respondents across these categories is presented in Table 1.

DEMOGRAPHIC FACTORS		No. of Respondents	Percentage of Respondents
AGE GROUP	21-30 years	31	11.9
	31-40 years	117	45.0
	41-50 years	96	36.9
	51-60 years	15	5.8
	Above 60	1	.4
	Total	**260**	**100.0**
MARITAL STATUS	Married	227	87.3
	Unmarried	33	12.7
	Total	**260**	**100.0**
EDUCATIONAL QUALIFICATION	UG Degree	37	14.2
	PG Degree	54	20.8
	Diploma	19	7.3
	Others	150	57.7
	Total	**260**	**100.0**
NATURE OF EMPLOYMENT	Part time employee	60	23.1
	Full time Employee	161	61.9
	Independent Professionals	39	15.0
	Total	**260**	**100.0**

Full-time employees refer to respondents engaged in regular salaried employment on a full-time basis. *Part-time employees* refer to respondents working for fewer hours than full-time employees with fixed or flexible work schedules. *Independent Professionals* refer to self-employed professionals who undertake independent assignments or contractual work for multiple clients and are not employed on the regular payroll of a single organisation.

Chi Square Test

Age and Nature of Employment

H_1 - There is association between Age and Nature of Employment.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.478[a]	8	.233
Likelihood Ratio	11.606	8	.170
Linear-by-Linear Association	.404	1	.525
N of Valid Cases	260		
a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .15.			

Interpretation

The Chi-Square test was conducted to examine whether there is a significant association between Age and Nature of Employment. The results indicate that the Pearson Chi-Square value is 10.478 with 8 degrees of freedom, and the corresponding p-value is 0.233, which is greater than the 0.05 level of significance. Therefore, the hypothesis of significant association between Age and Nature of Employment is rejected. Hence, it can be concluded that there is no statistically significant association between the age of the respondents and the nature of their employment.

CROSS TABULATION:

Age and Nature of Employment:

The relationship between the respondents' age group and nature of employment was examined using cross-tabulation analysis. The analysis helps identify the distribution of full-time employees, part-time employees, and independent professionals across different age groups. Understanding this relationship provides insights into the employment patterns of working women and contributes to the interpretation of their hybrid entrepreneurial intention.

Age Group	Part-time Employee	Full-time Employee	Independent Professionals	Total
21–30 years	10 (32.26%)	19 (61.29%)	2 (6.45%)	31 (100%)
31–40 years	26 (22.22%)	67 (57.26%)	24 (20.51%)	117 (100%)
41–50 years	23 (23.96%)	61 (63.54%)	12 (12.50%)	96 (100%)
51–60 years	1 (6.67%)	13 (86.67%)	1 (6.67%)	15 (100%)
Above 60 years	0 (0.00%)	1 (100.00%)	0 (0.00%)	1 (100%)
Total	**60 (23.08%)**	**161 (61.92%)**	**39 (15.00%)**	**260 (100%)**

Interpretation

From the above table, it is evident that **61%** of the respondents in the age group of **21–30 years** are full-time employees, while **57%** of those aged **31–40 years** are full-time employees. Similarly, **64%** of the respondents in the age group of **41–50 years** and **87%** of those aged **51–60 years** are full-time employees. Thus, full-time employment is predominant across all age groups.

With regard to **part-time employment**, **32%** of the respondents aged **21–30 years** are part-time employees, followed by **24%** of those aged **41–50 years** and **22%** of those aged **31–40 years**. The proportion is relatively low among respondents aged **51–60 years (7%)**, while no part-time employees were reported among respondents above 60 years.

In the case of **independent professionals**, **21%** of the respondents aged **31–40 years** belong to this category, followed by **13%** of those aged **41–50 years**. Independent professionals account for **6%** each among the 21–30 years and 51–60 years age groups, while none were reported among respondents above 60 years. Overall, the findings indicate that although full-time employment is the dominant form of employment across all age groups, **part-time employment and independent professional work are more evident among the younger and middle-aged working women**, particularly those in the 21–40 age groups.

Chi Square Test

Marital Status and Nature of Employment

H_2 : There is association between Marital Status and Nature of Employment.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.188[a]	2	.552
Likelihood Ratio	1.134	2	.567
Linear-by-Linear Association	.504	1	.478
N of Valid Cases	260		
a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.95.			

Interpretation

The Chi-Square test was conducted to examine whether there is a significant association between Marital Status and Nature of Employment. The results show that the Pearson Chi-Square value is 1.188 with 2 degrees of freedom, and the corresponding p-value is 0.552, which is greater than the 0.05 level of significance. Therefore, the hypothesis is rejected, indicating that there is no statistically significant association between Marital Status and Nature of Employment among the respondents. To conclude, Marital Status does not have a significant association with the Nature of Employment of the respondents.

CROSS TABULATION:
Marital Status and Nature of Employment

The relationship between the marital status of the respondents and their nature of employment was examined using cross-tabulation analysis. Marital status is considered an important demographic factor that may influence women's employment choices and career preferences. The analysis provides a comparative view of the distribution of married and unmarried respondents across full-time employment, part-time employment, and independent professional work. Examining this relationship helps in understanding the employment patterns of working women and provides contextual insights into their potential inclination towards hybrid entrepreneurial intention.

	Nature of Employment	

		Part time employee	Full time Employee	Independent Professionals	Total
Marital Status	Married	50	143	34	227
	Unmarried	10	18	5	33
Total		60	161	39	260

From the above table, it is evident that **63%** of the married respondents are full-time employees, while **55%** of the unmarried respondents are full-time employees. Further, **22%** of the married respondents and **30%** of the unmarried respondents are part-time employees. Similarly, **15%** of the married respondents and **15%** of the unmarried respondents are independent professionals. Overall, the findings indicate that full-time employment is predominant among both married and unmarried respondents, with a slightly higher proportion observed among married respondents.

Chi Square Test

Educational qualification and nature of employment

H_3 - There is association between educational qualification and nature of employment.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.352[a]	6	.002
Likelihood Ratio	24.348	6	.000
Linear-by-Linear Association	1.762	1	.184
N of Valid Cases	260		
a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 2.85.			

The Chi-Square test was conducted to examine whether there is a significant association between Educational Qualification and Nature of Employment. The results show that the Pearson Chi-Square value is 20.352 with 6 degrees of freedom, and the corresponding p-value is 0.002, which is less than the 0.05 level of significance.

Therefore, the hypothesis of significant association between Educational Qualification and Nature of Employment is accepted. Hence, it can be concluded that there is a statistically significant association between the educational qualification of the respondents and the nature of their employment.

CROSS TABULATION

Educational Qualification * Natureof Employment Cross tabulation					
Count					
		NatureofEmployment			Total
		Part time employee	Full time Employee	Independent Professional	
EducationalQualification	UG Degree	5	24	8	37
	PG Degree	7	44	3	54
	Diploma	5	14	0	19
	Others	43	79	28	150
Total		60	161	39	260

Interpretation

From the above table, it is evident that **65% of the respondents with a UG degree are full-time employees**, while 14% are part-time employees and 22% are freelancers. Among respondents with a **PG degree, 81% are full-time employees**, followed by 13% who are part-time employees and 6% who are freelancers. Among respondents with a **Diploma qualification, 74% are full-time employees**, while 26% are part-time employees and none are freelancers.

Among respondents belonging to the **others** category, 53% are full-time employees, followed by 29% who are part-time employees and 19% who are freelancers. Overall, full-time employment is predominant across all educational qualification groups. The proportion of full-time employees is highest among respondents with a **PG degree (81%)**, whereas part-time employment is relatively higher among respondents in the **others category (29%)** and freelancers are comparatively more prevalent among respondents with a **UG degree (22%)**.

Chi Square test

Occupation and nature of employment

H_4 - There is association between occupation and nature of employment.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.621[a]	2	.002
Likelihood Ratio	11.658	2	.003
N of Valid Cases	260		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.55.

The Chi-Square test was performed to examine whether there is a significant association between occupation and nature of employment.The results show that the Pearson Chi-Square value is 12.621 with 2 degrees of freedom, and the corresponding p-value is 0.002, which is less than the 0.05 level of significance. Therefore, the hypothesis of significant association between occupation and nature of employment is accepted. Hence, it can be concluded that there is a statistically significant association between the occupation of the respondents and the nature of their employment.

Cross Tabulation

Occupation and Nature of Employment

Occupation * NatureofEmployment Crosstabulation					
Count					
		NatureofEmployment			Total
		Part time employee	Full time Employee	Independent Professional	
Occupation	Manufacturing Industry	23	26	8	57
	Service Industry	37	135	31	203
Total		60	161	39	260

INTERPRETATION

From the above table, it is evident that among 22% respondents employed in the Manufacturing Industry, 46% are full-time employees, while 40% are part-time employees and 14% are independent professionals. Among 78% of respondents in Service Industry, 67% of the respondents are full-time employees, followed by 18% who are part-time employees and 15% who are independent professionals.

Overall, full-time employment is predominant among respondents in the Service Industry, whereas the distribution between full-time and part-time employment is relatively closer among respondents in the Manufacturing Industry. The proportion of independent professionals is almost similar in both occupational groups, accounting for 14% in the Manufacturing Industry and 15% in the Service Industry. These findings indicate that the nature of employment varies across occupational sectors, with full-time employment being more prominent among working women in the Service Industry.

HYBRID ENTREPRENEURIAL INTENTION AMONG WORKING WOMEN

To assess the level of hybrid entrepreneurial intention among working women, respondents were asked to indicate their level of agreement with thirteen statements relating to their intention to engage in entrepreneurial activities while continuing salaried employment. The responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Mean scores were computed to determine the respondents' level of hybrid entrepreneurial intention.

Hybrid Entrepreneurial Intention among Working Women (n = 260)

S. No.	Hybrid Entrepreneurial Intention Statement	Mean	Interpretation
1	Interested in starting a business while retaining salaried employment	3.90	High
2	Interested in simultaneously engaging in self-employment and salaried employment	3.86	High
3	Prefer self-employment as a second source of income	3.82	High
4	Retaining salaried employment reduces entrepreneurial risk	3.80	High
5	Desire to become one's own boss	3.79	High
6	Prefer flexibility in balancing work and family through entrepreneurship	3.83	High
7	Prefer hybrid entrepreneurship to avoid sacrificing salaried employment	3.83	High
8	Believe hybrid entrepreneurs optimise monetary and non-monetary benefits	3.85	High
9	Hybrid entrepreneurship helps face employment market uncertainties	3.89	High
10	Hybrid entrepreneurship provides greater self-fulfilment	3.85	High
11	Motivated to become a hybrid entrepreneur for better work-life balance	3.89	High
12	Hybrid entrepreneurship is preferable in uncertain and risky industries	3.81	High
13	Strong identification with the entrepreneurial role	3.87	High
	Overall Mean Score	3.85	High

Interpretation

The findings reveal that the respondents exhibit a high level of hybrid entrepreneurial intention, with an overall mean score of 3.85. The highest mean score (3.90) was recorded for the statement expressing an interest in starting a business while retaining salaried employment, indicating that respondents prefer combining employment security with entrepreneurial aspirations. Similarly, high mean scores were observed for the intention to face employment market uncertainties through hybrid entrepreneurship (3.89) and the desire to achieve a better work-life balance (3.89). These findings suggest that working women perceive hybrid entrepreneurship as an effective means of achieving financial security, career flexibility, and personal fulfilment while minimising the risks associated with full-time entrepreneurship.

5. FINDINGS, DISCUSSIONS AND IMPLICATIONS

Cross-tabulation analysis revealed that full-time employment was predominant across all age groups. The number of full-time working women was highest among respondents aged 31–40 years (67), followed by those aged 41–50 years (61). In comparison, part-time employment was reported by 26 respondents in the 31–40 age group and 23 respondents in the 41–50 age group, while independent professionals accounted for 24 and 12 respondents, respectively. Although the 21–30 age group had comparatively fewer respondents in absolute numbers, 32.26% of this age group were part-time employees, compared with 22.22% among those aged 31–40 years and 23.96% among those aged 41–50 years. The findings therefore indicate that full-time employment is the dominant employment category among working women, while part-time and independent professional engagement varies across age groups.

The present study examined hybrid entrepreneurial intention among working women using data collected from 260 randomly selected respondents. The demographic analysis revealed that the majority of the working women were married, belonged to the 31–40 years age group, and were engaged in full-time employment. These findings indicate that working women continue to value employment security while exploring opportunities for entrepreneurial engagement.

The findings are consistent with the earlier studies of Folta, Delmar, and Wennberg (2010) and Raffiee and Feng (2014), who reported that hybrid entrepreneurship enables individuals to combine the financial stability of salaried employment with entrepreneurial activities, thereby reducing the risks associated with new venture creation. Recent research further supports this perspective. Brändle and Kuckertz (2022) found that hybrid entrepreneurship can serve as a staged pathway towards entrepreneurial careers, while Liu and Wu (2022) highlighted the importance of gender-specific motives in shaping hybrid entrepreneurial intentions. These findings are particularly relevant to working women, who may prefer to retain employment security while exploring entrepreneurial opportunities. Recent studies on women entrepreneurs also emphasise the roles of perceived desirability, feasibility, motivation and social factors in shaping entrepreneurial intention (Fayaz, Khandai, & Zupic, 2023; Chhabra et al., 2024). The measurement of entrepreneurial intention in the present study is also aligned with the conceptual framework proposed by Linan and Chen (2009).

The findings suggest that promoting hybrid entrepreneurship among working women requires supportive institutional mechanisms such as entrepreneurship development programmes, skill development initiatives, mentoring support, access to finance and flexible workplace policies. Such initiatives can strengthen women's entrepreneurial capabilities and enable them to explore entrepreneurial activities while retaining employment security. This is particularly important in the Indian context, where recent studies have highlighted the influence of personal, social and professional factors on

women's entrepreneurial intentions (Prajapati & Kureshi, 2022; Chhabra et al., 2024).

6. CONCLUSION

Overall, the study contributes to the growing literature on hybrid entrepreneurship by providing empirical evidence on the employment profile and entrepreneurial intention of working women. The findings reveal a high level of hybrid entrepreneurial intention, with an overall mean score of 3.85, indicating that working women are positively inclined towards engaging in entrepreneurial activities while retaining their salaried employment. The preference for hybrid entrepreneurship appears to be associated with the desire for additional income, employment security, flexibility, reduced entrepreneurial risk, professional independence, and better work-life balance. The study also found that age and marital status do not have a statistically significant association with the nature of employment, whereas educational qualification and occupation show significant associations. These findings suggest that hybrid entrepreneurship can provide a practical pathway for working women to explore entrepreneurial opportunities without immediately giving up the financial and professional security provided by salaried employment.

The findings offer useful implications for policymakers, entrepreneurship development agencies, employers, and researchers seeking to promote women-led entrepreneurship and sustainable economic development. Appropriate entrepreneurship training, mentoring, access to finance, skill development, digital resources, networking opportunities, and flexible workplace policies can encourage working women to convert their entrepreneurial intentions into sustainable business activities. Hybrid entrepreneurship may therefore serve as an effective mechanism for supporting women's economic participation, career development, income diversification, and professional empowerment. The study also provides a foundation for future research examining the transition from hybrid entrepreneurial intention to actual entrepreneurial behaviour among working women across different regions, occupations, and socioeconomic backgrounds.

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