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BEING AN EMPLOYEE AND AN ENTREPRENEUR SIMULTANEOUSLY:
TWO ESSAYS ON HYBRID ENTREPRENEURS' WAGE WORK AND
ENTREPRENEURIAL WORK OUTCOMES

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PHD

LINGNAN UNIVERSITY

2021

BEING AN EMPLOYEE AND AN ENTREPRENEUR SIMULTANEOUSLY:
TWO ESSAYS ON HYBRID ENTREPRENEURS' WAGE WORK AND
ENTREPRENEURIAL WORK OUTCOMES

by

ASANTE Eric Adom

A thesis
submitted in partial fulfillment
of the requirements for the Degree of
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2021

ABSTRACT

Being an Employee and an Entrepreneur Simultaneously: Two Essays on Hybrid Entrepreneurs' Wage Work and Entrepreneurial Work Outcomes

by

ASANTE Eric Adom

Doctor of Philosophy

In this dissertation, I examine the effects of venturing activities on hybrid entrepreneurs' wage work and venture work outcomes through the development of two inter-related empirical essays. In Essay 1, I examine how different levels and congruence of hybrid entrepreneurs' wage work and entrepreneurial identities influence their effort and subsequent performance in both wage work and entrepreneurial work roles. Specifically, I examine how wage work and entrepreneurial work effort are affected when one identity is higher than the other as well as how they are affected when both wage work and entrepreneurial identities are high versus when they are low. How these congruence and incongruence are conveyed to wage work and entrepreneurial performance through work effort were also investigated. To do this, I draw on the role identity theory and utilized polynomial regression and response surface methodology. Using a multi-wave and multi-source data, I found that when wage work identity is higher than entrepreneurial identity, wage work effort is high and when entrepreneurial identity is higher than wage work identity, entrepreneurial effort is high. Moreover, the results also show that effort in both roles is better when both identities are low than when they are high. Further, wage work and entrepreneurial work effort served as explanatory mechanisms and carried the (in)congruence effects to wage work and entrepreneurial performance. In Essay 2, I shift my attention to how hybrid entrepreneurs' involvement in venture activities facilitates or harms team members' social exchange behaviors with them at wage work and how such exchanges affect their venture and wage work outcomes. I take a crossover perspective and distinguish between two experiences that hybrid entrepreneurs can transfer from their venture to their wage work team members. Specifically, I differentiate between when hybrid entrepreneurs' involvement in venture activities enriches versus when it conflicts with teamwork. I draw on relational identity theory and examine how such enrichment or conflict affects the quality of exchange relations between the team members and the focal hybrid entrepreneurs. I further examine how these exchange relations affect hybrid entrepreneurs' wage work, entrepreneurial work, and identity outcomes. Using data collected from four sources over five waves, I found that team members' relational identification with hybrid entrepreneurs is stronger when they receive enriching venturing experiences. This leads team members to exhibit more psychosocial support and less social undermining

toward their hybrid entrepreneurial coworkers. However, receiving conflicting venturing experiences harms team members' relational identification with hybrid entrepreneurs. This leads team members to exhibit more social undermining and less psychosocial support toward their hybrid entrepreneurial coworkers. I also found that receiving psychosocial support positively impacted hybrid entrepreneurs' wage work, entrepreneurial work, and identity outcomes. In contrast, being socially undermined had negative consequences on their wage work, entrepreneurial work, and identity outcomes. Together, these two essays shed light on the double-edged effect of the dual-work context of hybrid entrepreneurs on venturing and wage work roles. By highlighting the pivotal roles played by role identity and resource transfers, the results provide evidence that although being a hybrid entrepreneur has its merits, there are also some associated demerits that must be noted.

Keywords: Hybrid entrepreneurship, role identity theory, relational identity theory, performance.

DECLARATION

I declare that this is an original work based primarily on my own research, and I warrant that all citations of previous research, published or unpublished, have been duly acknowledged.



SIGNED

ASANTE Eric Adom

Date: 20/08/2021

CERTIFICATE OF APPROVAL OF THESIS

BEING AN EMPLOYEE AND AN ENTREPRENEUR SIMULTANEOUSLY:
TWO ESSAYS ON HYBRID ENTREPRENEURS' WAGE WORK AND
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GENERAL INTRODUCTION

Entrepreneurship is the discovery, evaluation and exploitation of viable business opportunities (Shane & Venkataraman, 2000) in order to carry out a new combination of means of production (Schumpeter, 1934). Entrepreneurship can take several forms depending on the target market it serves (Aulet & Murray, 2013), the profit motives of the entrepreneur (Dees, 1998) and the extent of creativity and innovation of the entrepreneurial firm (Carland, Hoy, & Boulton, 1984). No matter the nature or form entrepreneurship takes, its contributions to the economic growth of every nation cannot be overemphasized (Bryant & Dunford, 2008; Carland et al., 1984; Li & Matlay, 2006). Indeed, scholars have argued that the establishment of small and medium ventures can be a driving force for economic turnaround (Li & Matlay, 2006) and faster economic growth (Dejardin, 2000). Further, entrepreneurship is a major source of employment in an economy (Acs, Desai, & Hessels, 2008) and a key driver of innovation and industrial evolution (Acs & Audretsch, 2003; Stel, Carree, & Thurik, 2005).

Despite the many benefits of entrepreneurship to both the entrepreneurs themselves and the economy, the high risks and uncertainties associated with it prevent many aspiring entrepreneurs from taking up venture creation eventually (Shane, 2003). Research shows that the failure rate of new businesses can be as high as 40% in the first year and as high as 90% over 10 years after startup (Timmons, 1990). These frightening statistics have been attributed to several factors including problems with internal performance mechanisms (Dimov & De Clercq, 2006) and lack of legitimacy among new firms (Stuart, Hoang, & Hybels, 1999). Apart from the value ventures create, they also serve as a source of employment for the business owners themselves.

Therefore, when businesses fail or collapse, business owners lose their source of employment and income. To prevent such a situation and be able to lessen the risks and uncertainties associated with venture creation, some entrepreneurs avoid entrepreneurship as a full-time job at the initial stage but rather combine their employee role with venture creation. This type of entrepreneurship has been termed hybrid entrepreneurship by Folta, Delmar and Wennberg (2010).

Hybrid entrepreneurs are individual employees who initiate ventures of their own but simultaneously remain employed for wages (Folta et al., 2010). This is a popular practice among the working population that only recently started to get research attention (Thorgren, Nordstrom, & Wincent, 2014). The prevalence of this phenomenon can be seen in many countries with people starting a business while simultaneously holding other jobs (Minniti, 2010; Schulz, Urbig, & Procher, 2016). For instance, in Sweden hybrid entrepreneurs own an estimated 58% of new entrants in the high-tech industries (Folta et al., 2010). It is also popular in Germany with hybrid entrepreneurs making about 42% of high-tech start-ups (Schulz et al., 2016). Moreover, among multiple job holders, findings from the European Labor Force Survey show that having a side business as a second job is much more prevalent (Schulz, Urbig, & Procher, 2017).

Theoretically, several reasons have been offered for why people engage in hybrid entrepreneurship. According to Folta and colleagues, there are four main motives for combining venture creation and wage employment (Delmar, Folta, & Wennberg, 2008; Folta et al., 2010). The first major reason is that wage employees may engage in entrepreneurship to gain an additional source of income. Indeed, recent research shows that among individuals who hold multiple jobs, those with self-employment as a second job significantly increases the likelihood of high earnings in

their second job, compared to when the second job is also a wage job (Schulz et al., 2017). The second reason why people take on self-employment as second jobs is that there is the chance to gain nonmonetary benefits that are not provided by their primary wage jobs (Folta et al., 2010). One consistent finding in prior research is that self-employment makes available to entrepreneurs non-pecuniary rewards such as job satisfaction (Blanchflower, 2004; Hundley, 2001) and other psychological benefits (e.g., flexibility to determine the timing and the extent of effort to expend) (Hamilton, 2000). Third, others may enter into hybrid entrepreneurship because it provides a safe bridge into full-time self-employment. Hybrid entrepreneurship may be a flexible option with reduced switching costs compared to when people quit the wage work to enter self-employment full-time. Switching costs such as lost retirement benefits and employer-provided healthcare are drastically reduced with hybrid entrepreneurship (Parker, 1996, 2005) because individuals can experiment with their venturing ideas without full commitment at the initial stage. This way, it gives them the option to either continue or exit at a later stage.

The fourth reason is that individuals working in an environment where unemployment or job insecurity is high may want to hedge against the potential for unemployment by engaging in hybrid entrepreneurship (Delmar et al., 2008). Among these rationales, the strongest initial suggestion for why people engage in hybrid entrepreneurship was that they needed to test business ideas for a startup while securing income (Burke, Fitzroy, & Nolan, 2008), yet evidence has shown that entrepreneurs may maintain their hybrid status long beyond the startup phase (Thorgren et al., 2014). Regardless of whether hybrid entrepreneurship is transitional or permanent, it offers a perfect opportunity to examine the interaction between wage

work and entrepreneurship and how it affects outcomes in each role (Marshall, Davis, Dibrell, & Ammeter, 2019).

My dissertation is comprised of two empirical essays that focus on the implications of venturing activities on hybrid entrepreneurs' wage work and entrepreneurial work outcomes. Across the two essays, this dissertation investigates the double-edged consequences of combining a wage-earning position with entrepreneurship. In my first essay, I focus on how the hybrid status impacts effort and performance in wage work and entrepreneurial work. Specifically, I study how different levels of wage work identity and entrepreneurial identity influence effort and subsequently performance in both wage work and entrepreneurial work. Drawing on the role identity theory and utilizing polynomial regression and response surface methodology, this essay extends multiple identities research (Gino, Kouchaki, & Galinsky, 2015; Ramarajan, Rothbard, & Wilk, 2017). I underscore that unlike full-time entrepreneurs and employees; hybrid entrepreneurs have two work role identities and that the interactions between these two identities may have significant implications for outcomes in both roles. In my second essay, I study the antecedents of team members' relational identification and subsequent social exchanges with hybrid entrepreneurs and how such exchanges affect hybrid entrepreneurs' wage work and entrepreneurial work. I do this from a crossover perspective by examining how hybrid entrepreneurs' transferred resources from their venture affect relational identification and social exchange quality with team members and their subsequent work outcomes. By integrating relational identity theory (Sluss & Ashforth, 2007) and social exchange theory (Blau, 1964), the study expands our understanding of factors that influence role-relations and social exchange quality at work and how such exchange quality affects

multiple work outcomes. In what follows, I provide a brief overview of each of my two essays.

In my first essay, I shift the focus away from average levels of role identity (Ramarajan, Rothbard, et al., 2017; Rothbard & Ramarajan, 2009) to investigate how different levels of role identity affect work outcomes (Ramarajan, 2014). Utilizing polynomial regression and response surface methodology that allows me to examine the impact of different levels of role identities, I theoretically argued and empirically examined how different levels of wage work and entrepreneurial work identities affect important work outcomes. I begin by arguing that because hybrid entrepreneurs are both employees and entrepreneurs simultaneously, they have two work role identities. Treating wage work identity and entrepreneurial identity as distinct, I integrate role identity theory (Burke & Reitzes, 1991; Stryker & Burke, 2000) with self-regulation theories of resource allocation (Beck & Schmidt, 2012; Kanfer & Ackerman, 1989; Schmidt & DeShon, 2010) to argue and empirically show how different levels of these two identities influence wage work and venture outcomes differently. Specifically, I argue that high role identity triggers a self-regulatory process that motivates hybrid entrepreneurs to allocate volitional, cognitive, and affective resources to perform identity-relevant behaviors (Lord, Diefendorff, Schmidt, & Hall, 2010). This is consistent with self-regulation theories of resource allocation (Beck & Schmidt, 2012; Schmidt & DeShon, 2010), which explains how people allocate personal resources to achieve work goals. When one identity is high, behaviors relevant to that identity increases. However, when the two identities are both high, they may drain the self-resources needed to maintain appropriate behavior, leading to what is termed self-regulation impairment (Thau & Mitchell, 2010), which can negatively affect role-relevant behaviors. This is because the simultaneous activation of dual identities can

be stressful leading to divided attention and reducing hybrid entrepreneurs' ability to pay attention to either role (Norman & Bobrow, 1975). When hybrid entrepreneurs' self-regulation ability is impaired, their ability to exhibit role-relevant behaviors in either role can be impeded.

Consistent with my theoretical arguments, I empirically demonstrate in my first essay that when wage work identity is higher than entrepreneurial identity, wage work effort is high. In contrast, when entrepreneurial identity is higher than wage work identity, entrepreneurial effort is high. I also show that effort in both roles is high when both wage work and entrepreneurial identities are low compared to when they are high. Interestingly, effort mediated the relationship between different levels of both wage work and entrepreneurial work identities and performance in both roles. This study contributes to the multiple identity research by taking a cross-boundary perspective to examine how engagement in multiple work roles may affect multiple role outcomes. In so doing, this study advances our understanding of how simultaneous activation of multiple work role identities affects role occupants' work outcomes.

My second essay extends the insights on how engaging in hybrid entrepreneurship affect work outcomes from a relational identity theory perspective (Sluss & Ashforth, 2007). In this study, I conceptualize experiences from venturing activities as resources that can facilitate or harm team members' work and that this may have a profound implication on their relational identification and their subsequent social exchange behaviors towards hybrid entrepreneurs. I contribute to a growing body of literature examining the antecedents and outcomes of relational identification at work (Niu, Yuan, Qian, & Liu, 2018; Qu, Janssen, & Shi, 2015). I also contribute to studies examining the antecedents of exchange relationships at work and their implications for work outcomes (Cooper, Kong, & Crossley, 2018; Farh, Lanaj, & Ilies,

2017). I begin by differentiating two venturing experiences that have the potential to crossover to affect team members of hybrid entrepreneurs. Specifically, I distinguish entrepreneurship-to-wage work (EW) enrichment from entrepreneurship-to-wage work (EW) conflict. Drawing from the role enrichment literature (Greenhaus & Powell, 2006), EW enrichment is defined as the extent to which hybrid entrepreneurs' experiences in venture role can be utilized to help improve their team members' work. On the contrary, I draw from the role conflict literature (Netemeyer, Boles, & McMurrian, 1996) and define EW conflict as experiences in the venture, which interfere with the quality of team members' work output in their wage work. I then follow research work that has demonstrated that an individual's life experiences in one domain can crossover to affect other individuals in another domain (Bolger, DeLongis, Kessler, & Wethington, 1989; Carlson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011; Westman, 2001) to theorize why EW enrichment and EW conflict may profoundly influence relational identification and social exchange relations at work.

Drawing from relational identity theory (Sluss & Ashforth, 2007), I suggest that team members will have strong relational identification with hybrid entrepreneurs when they receive enriching venturing experiences from them. However, they will have low relational identification with hybrid entrepreneurs when they receive conflicting venturing experiences from them. I further argue that team members' relational identification will lead to high psychosocial support but low social undermining towards their hybrid entrepreneurial colleagues. This study contributes to the crossover literature by drawing on a new context to examine the possibility of experiences transfer from one person to another. This extends research that has predominantly focused on married couples (Bakker, Demerouti, & Dollard, 2008; Wayne, Casper, Matthews, & Allen, 2013; Westman & Etzion, 2005), parent to child

(e.g., Gali Cinamon, Weisel, & Tzuk, 2007; Perry-Jenkins & Gillman, 2000) and supervisor to subordinate crossovers (e.g., Carlson et al., 2011).

Current State of Hybrid Entrepreneurship Research

The majority of prior research examining entrepreneurship has generally categorized workers as either entrepreneurs or wage earners (Delmar et al., 2008). However, out of every four entrepreneurs, roughly one starts their venture while working for someone else (Burmeister-lamp, Lévesque, & Schade, 2012). It is therefore ambiguous the extent to which people are able to combine both careers. Yet, several recent studies indicate that those who combine both careers are both common and rapidly growing (Burke et al., 2008; Folta et al., 2010; Petrova, 2012). With very little research attention paid to hybrid entrepreneurs, we lack theoretical insight into the cost and benefit of such career arrangements and how they affect their work outcomes. Even though past research in career development (Sullivan, 1999), self-employment (e.g., Carroll & Mosakowski, 1987; Evans & Leighton, 1989) and job mobility (Lazear, 1995) have investigated switches between self-employment and wage employment, we still do not have a comprehensive understanding of the cost and benefit as well as the behavioral implication of the phenomenon.

Given that not everyone may be interested in combining self-employment and wage employment, initial research focused on how individual differences influences entry into hybrid entrepreneurship. This line of research has seen factors such as risk aversion and core self-evaluation (Raffiee & Feng, 2014), passion (Thorgren et al., 2014), and differences in levels of education being studied (Folta et al., 2010). For instance, Raffiee and Feng (2014) found that individuals who are unwilling to take risks and those with low core self-evaluation tend to prefer hybrid entrepreneurship to full-time self-employment. Additionally, in a study of 262 Swedish hybrid

entrepreneurs, Thorgren et al. (2014) found that passion for an entrepreneurial activity led employees to combine self-employment and wage employment. Although these findings are an important advancement in the field, they only represent first-step in the entrepreneurial process (Thorgren, Sirén, Nordström, & Wincent, 2016). Some scholars have, however, gone a step further to examine the second step in the entrepreneurial process (i.e., the decision to eventually quit the employee role to become a full-time entrepreneur) (Raffiee & Feng, 2014; Thorgren et al., 2016). For example, in examining the influence of age on the decision to become a full-time entrepreneur, Thorgren et al. (2016) found a U-shaped relationship between age and the decision to transition to full-time entrepreneurship such that younger and older hybrid entrepreneurs tend to favor becoming full-time entrepreneurs. Research has also found that compared to those who quit their day job to become full-time entrepreneurs, when hybrid entrepreneurs eventually become full-time entrepreneurs, they have much higher rates of survival (Raffiee & Feng, 2014).

While the predominant focus of the above studies has been on entry into and exit from hybrid entrepreneurship, it is acknowledged that some prefer to stay as hybrid entrepreneurs for a long time (Thorgren et al., 2016). As such, some studies have focused on individuals' behaviors and work outcomes during the period of hybrid entrepreneurship. In this line of work, time allocation between the employee role and new enterprises has been examined from both utility theory and regulatory focus perspectives. In a computer-based experiment with both nascent entrepreneurs and university students, Burmeister-lamp et al. (2012) found that students who do not like taking risks allocated less time to the new enterprise than those who like taking risks. Among the nascent entrepreneurs, they found that compared with prevention focus individuals, those with a pronounced promotion focus allocated more (less) hours to

the new enterprise when each additional hour yielded more (less) risk. They concluded that while the students' time allocation was better explained by utility theory, the nascent entrepreneurs were in line with regulatory focus theory. In another study based on regulatory focus theory, Asante (2018) found that promotion-focused hybrid entrepreneurs achieved better performance in their entrepreneurial work than prevention-focused hybrid entrepreneurs. In terms of how hybrid entrepreneurship affect wage work outcomes, Marshall et al. (2019) hypothesized based on entrepreneurial learning (Wang & Chugh, 2014) and learning transfer (Baldwin & Ford, 1988) literature and found that hybrid entrepreneurs acquire knowledge and skills that enhance their innovative behaviors as employees.

Although these studies have advanced the field greatly, none has yet taken a balanced approach to examine how hybrid entrepreneurship affects career outcomes in both roles. This dissertation takes the first bold step in examining how combining self-employment and wage employment affects outcomes in both the wage job and the new enterprise. As explained earlier, this dissertation is made up of two empirical essays. In each essay, different theoretical perspectives are used to analyze how hybrid entrepreneurship affects individuals' work outcomes in both roles. The first essay draws from the role identity theory to examine how different levels of wage work and entrepreneurial identities affect performance in both careers. The second essay draws from the relational identity and social exchange theories to examine how venturing experiences affect coworkers' relationships with hybrid entrepreneurs in the wage job. It further examines how these relationships affect multiple work outcomes of hybrid entrepreneurs themselves. In the following sections, each essay is independently discussed.

ESSAY 1

**Identity (in)congruence in a dual role context: Examining hybrid
entrepreneurs' work role identities and how they impact wage work and
venture work outcomes**

ABSTRACT

Unlike full-time employees or entrepreneurs, hybrids entrepreneurs must deal with dual work role contexts. This suggests that they have two roles and may identify with either or both. In this study, I examine the effect of hybrid entrepreneurs' role identity on their wage work and entrepreneurial work outcomes. Drawing on the role identity theory and utilizing polynomial regression and response surface methodology, I examine how both wage work and entrepreneurial work effort are affected when one identity is higher than the other. I also examine how wage work and entrepreneurial work effort are affected when both wage work and entrepreneurial identities are high versus when they are low. How these congruence and incongruence are conveyed to wage work and entrepreneurial performance through work effort were also examined. Using a multi-wave and a multi-source data from 327 hybrid entrepreneurs, their venture partners and wage work supervisors, results show that entrepreneurial effort is higher when entrepreneurial identity is higher than wage work identity. It also shows that wage work effort is higher when wage work identity is higher than entrepreneurial identity. Results further show that both wage work and entrepreneurial effort are higher when entrepreneurial and wage work identities are in agreement at a lower level than at a higher level. I also found that both wage work and entrepreneurial effort mediated the relationship between identity congruence/incongruence and wage work performance and entrepreneurial performance. By utilizing a polynomial regression and response surface methodology, this study provides a rigorous examination of how dual identity in the hybrid entrepreneurial context influences both wage work and entrepreneurial work outcomes.

Keywords: Hybrid entrepreneurship, role identity, work effort, wage work performance, entrepreneurial performance, polynomial regression

**Identity (in)congruence in a dual role context: Examining hybrid
entrepreneurs' work role identities and how they impact wage work and
venture work outcomes**

Hybrid entrepreneurship is a unique situation in which employees initiate their own ventures but continue to remain employees (Folta et al., 2010). Despite hybrid entrepreneurship being prevalent and having the potential to create valuable businesses, most previous entrepreneurship research has either neglected or failed to differentiate hybrid from full-time entrepreneurship (e.g., Branstetter, Lima, Taylor, & Venâncio, 2014; Bruhn, 2008; Kaplan, Piedra, & Seira, 2007). Anecdotal evidence exists of how some notable entrepreneurs achieved success after starting their entrepreneurial journey with hybrid entrepreneurship. As a well-known example, when founding eBay, Pierre Omidyar was an employee at General Magic (Raffiee & Feng, 2014). This shows that such neglect can lead to negative consequences including wrong estimation of venture creation (Dennis, 1997) and poor development and assessment of business creation policies (Schulz et al., 2016). It can also lead to misguided policymaking when hybrid and full-time entrepreneurs are treated alike (Folta et al., 2010; Raffiee & Feng, 2014). To fully understand the potential entrepreneurial benefit of hybrid entrepreneurship, specific policy instruments must be formulated. However, before specific policy instruments are developed, researchers must investigate whether and how hybrid entrepreneurship can drive economic growth, change, and innovation in society (Acs & Virgill, 2010). The first step in gathering evidence on the usefulness of hybrid entrepreneurship is to examine factors that influence hybrid entrepreneurs' venture performance (Hmieleski & Baron, 2008; Zhao, Seibert, & Lumpkin, 2010). This is a critical question that this study seeks to answer.

Engaging in hybrid entrepreneurship means that one has two career roles and by extension dual work role identities and might identify with both careers simultaneously (Ashford, Caza, & Reid, 2018; Ramarajan, Rothbard, et al., 2017). For instance, a hybrid entrepreneur may define him or herself as a human resources manager and an entrepreneur at the same time. Beyond the salience of these two identities, how their interactions influence hybrid entrepreneurs' experiences can be confusing. Given that the interactions between the two identities can both complicate and enrich the occupational experiences of hybrid entrepreneurs (Kang & Bodenhausen, 2015), it is prudent for research to examine how the agreement or disagreement between the two identities influence behavioral (Gino et al., 2015) and organizational outcomes (Cable, Gino, & Staats, 2013).

Identity is an internalized expectation about those characteristics individuals hold as central and distinctive (Stryker & Burke, 2000). Individuals make decisions to behave in ways that are consistent with self-meaning roles (Burke & Reitzes, 1991). Identity theorists have distinguished between the concepts of "role" and "identity". A role is defined as the behaviors one expects because of certain societal positions or statuses another occupies (Cast, 2004), while identity is a cognitive schema that results from having a role as an important component of a person's self-concept (Stryker & Burke 2000). Identity answers the question "Who am I?" (Stryker & Serpe, 1994) and it is also the meanings an individual attribute to the self (Burke & Reitzes, 1991). Accordingly, roles represent a set of behaviors expected of people because of positions external to themselves, while identity is the assimilation of these behavioral expectations as an important part of one's own sense of self-concept (Gecas, 1982).

The concept of multiple identities has long been recognized by researchers (James, 1890; Ramarajan, Berger, & Greenspan, 2017; Stryker, 1989). For instance,

according to the identity salience view (Stryker, 1989), a person's self-concept is made up of a hierarchy of identities. Thus, people have several identities (e.g., parent, friend, entrepreneur), with one becoming salient depending on time and place. Even though the salient identities may change in the course of time (e.g., from wage employee to self-employed), Cardon, Wincent, Singh and Drnovsek (2009) suggest that at any point in time, salient identities are both consistent and distinctive because the importance attached to self-meaning roles is stable. As such, prior entrepreneurial identity research assumes that once an individual decides to become an entrepreneur, they must switch to a new role identity – that of entrepreneurial role – and to ultimately leave behind their wage work role (employee role) (Hoang & Gimeno, 2010; Mmbaga, Mathias, Williams, & Cardon, 2020). For hybrid entrepreneurs who have two career identities and must sometimes perform two conflicting work roles simultaneously, this may not be the case. Even when the two roles are not performed concurrently, they may not necessarily switch from one role to the other. As such, to provide a complete picture of their role identity, both roles must be considered. Therefore, in this study, I examine how hybrid entrepreneurs' experience of two salient work identities affect their performance in both wage work and entrepreneurial work.

Prior multiple identity research tended to focus mainly on the difficulties and challenges associated with having multiple roles (Kang & Bodenhausen, 2015). This line of scholarship has seen a lot of studies on identity conflict (Ramarajan, 2014; Shepherd & Haynie, 2009), arguing that conflict occurs when individuals identify highly with multiple roles (cf. Ashforth, Harrison, & Corley, 2008; Burke, 2003). However, there is increasing attention being paid to opportunities that emerge from having multiple distinct or overlapping roles in recent research especially in the work-nonwork (Weer, Greenhaus, & Linnehan, 2010) and work-family domains (Greenhaus

& Powell, 2006; Wayne, Randel, & Stevens, 2006). Although many key contributions into the nature of multiple identity relationships and their behavioral and organizational implications have been made, two important limitations still exist in multiple identity literature. First, most multiple identity studies examine how the relationship between two or more identities affects the outcome variable of a single role (Dunne & Ananga, 2013; Hillman, Nicholson, & Shropshire, 2008; Shepherd & Haynie, 2009). For instance, Shepherd and Haynie (2009) focused their discussion on how family and business identities influence only business role outcomes while neglecting family role outcomes. Given that identity is associated with role and behavioral expectations (Burke & Reitzes, 1991), I contend that examining how multiple identities affect outcome variables of only one role represents an important theoretical and empirical oversight. Second, rather than examine how individuals psychologically experience the relationships among their multiple identities (Ramarajan et al., 2017), a common approach of previous research has been to either examine the number of identities (Pratt & Foreman, 2000; Thoits, 1983) or the average level of identification with each role (Ashforth & Johnson, 2001; Brook, Garcia, & Fleming, 2008) and how they affect an outcome. These approaches assume that having multiple identities means they are automatically enriching or conflicting with one another. This assumption is problematic in that it does not account for the idea that multiple identities can be co-activated or simultaneously salient (Blader, 2007; Rothbard & Ramarajan, 2009).

To address these limitations, I present a model that targets an important question that has yet to be sufficiently addressed in multiple identity research: To what extent does agreement (vs. disagreement) in two identities (at various levels) affect important role outcomes? To address this question, I rely on the role identity theory

(Stryker & Burke, 2000), and insights from self-regulation theories of resource allocation (Kanfer & Ackerman, 1989; Beck & Schmidt, 2012; Schmidt & DeShon, 2010) to derive distinct hypotheses regarding the outcomes of the interplay between the two identities of hybrid entrepreneurs. As a proximal identity outcome, I focus on work effort (Latham & Pinder, 2005), defined as an energizing drive reflecting the intensity of work in wage work and entrepreneurial tasks (Foo, Uy, & Baron, 2009). As a more distal role outcome, I focus on task performance, defined as patterns of behavior that directly or indirectly provide support for an organization's main tasks and goals (Van Scotter, Motowidlo, & Cross, 2000). I focus on these outcomes not only because of their importance to wage work and entrepreneurial success but also because role identity theory has been a useful framework for enhancing our understanding of both work effort (e.g., Gendolla, 1998) and task performance (e.g., Ramarajan et al., 2017).

The study's hypotheses will be examined using polynomial regression and response surface methodology (Edwards, 2002; Edwards & Parry, 1993), which allows the examination of how two identities simultaneously affect an outcome. This is critical because although researchers have begun to empirically study the impact of multiple identities on organizational outcomes (e.g., Kreiner, Hollensbe, & Sheep, 2006; Ramarajan et al., 2017), the specific examination of how different levels of two or more identities of an individual influence an outcome is lacking. However, by using polynomial regression, I am able to examine a three-dimensional relationship (that is, wage work identity, entrepreneurial identity, and work outcome) (Foreman & Whetten, 2002). This enhances our ability to make conclusive claims about theoretically significant differences (that is, congruence vs. incongruence at different levels of wage work and entrepreneurial identities, congruence at high levels of wage work and

entrepreneurial identities vs. congruence at low levels of wage work and entrepreneurial identities, and incongruence when wage work identity is higher than entrepreneurial identities vs. incongruence when entrepreneurial identity is higher than wage work identity: Lambert, Edwards, & Cable, 2003).

Overall, the simultaneous examination of dual identity on hybrid entrepreneurial outcomes holds notable theoretical contributions. First, I take a cross-boundary perspective to examine how engagement in dual work roles affects multiple role outcomes. I do this by positing that wage work identity will have consequences for hybrid entrepreneurs' effort and performance in their venture. Similarly, I propose that entrepreneurial identity will have consequences for their employee role. This issue is important because of the rising career mobility, which makes career development becomes more "boundaryless" (Arthur, Khapova, & Wilderom, 2005; Eby, Butts, & Lockwood, 2003).

Second, the current study expands theory on role identity by introducing the notion of dual identity congruence experience in the organizational context (Foreman & Whetten, 2002). The current study's perspective on identity congruence experience extends beyond existing research (Foreman & Whetten, 2002; Qin, Huang, Hu, Schminke, & Ju, 2018), which measured identity comparisons of current versus ideal identities (Foreman & Whetten, 2002) or congruence between an individual's identity and that of a significant other (Qin et al., 2018). The hybrid entrepreneurship context allows me the opportunity to examine two identities being experienced by a single hybrid entrepreneur and how their interplay affects wage work and entrepreneurial outcomes. Although identity congruence has appeared rarely in organizational research (Foreman & Whetten, 2002), these investigations can help provide important theoretical insights. Indeed, this study's theory and results show that the consideration

of hybrid entrepreneurs' dual identity congruence challenges many multiple identity assumptions and findings.

Third, from self-regulation theories of resource allocation perspective (Beck & Schmidt, 2012; Kanfer & Ackerman, 1989; Schmidt & DeShon, 2010), I show that having high identities may not be ideal all the time. This is especially true for individuals who perform multiple work roles. I show that although high activation of a single identity can lead to beneficial outcomes for the role in question (Stryker, 1989), the activation of two or more identities can be detrimental for all roles concerned. From a self-regulation perspective (Thau & Mitchell, 2010), when multiple identities are activated simultaneously, they may drain hybrid entrepreneurs' personal resources leading to self-regulatory impairment. Self-regulatory impairment may limit their ability to make role-related choices, manage their emotions and persist with either role (Schmeichel & Baumeister, 2004), thus, affecting outcomes negatively in both roles.

This study also contributes to research on the relationship between multiple identities and work outcomes by showing that congruence between hybrid entrepreneurs' two identities matters for their role behaviors concerning work effort and performance (Gendolla, 1998; Ramarajan et al., 2017), beyond simply the average level of role identity experienced by individuals. That is, the present study offers new insights regarding how dual identities influence employees' outcomes when one takes into account both wage work and entrepreneurial identities (Ramarajan et al., 2017). Specifically, an entrepreneurial identity provides relevant information that may frame an employee's own experience of wage work identity and have implications for employee outcomes. Similarly, wage work identity may have implications for how hybrid entrepreneurs frame their own entrepreneurial experience. This idea is consistent with recent conceptual work that has emphasized the importance of

examining how two or more identities are “intrapsychically” related to one another (Ramarajan, 2014).

THEORETICAL FRAMEWORK AND HYPOTHESES

The term “identity” has become a common word used in many fields of scientific inquiry including business and management, psychology, sociology, political science, and history (Stets & Serpe, 2013). For close to five decades, identity has become a major topic for both theoretical and empirical inquiry (Burke & Stets, 2009; Owens, Robinson, & Smith-Lovin, 2010; Serpe & Stryker, 2011; Stryker & Burke, 2000). This persistent interest in identity research is because scholars want to understand how individuals are situated and embedded in social interactions and within society (Stets & Serpe, 2013).

Three relatively popular and distinct definitions of identity exist in the literature (Stryker & Burke, 2000). Some consider identity as a set of meanings one attributes to him/herself in relation to their membership of specific groups in society (e.g., a school or fitness club identity) (Kramer & Brewer, 1984). Others use identity to mean a set of meanings associated with the specific characteristics of a person that make him/her unique from others (e.g., a creative person identity) (Stets, 1995). Finally, some use the term, similar to its usage in this paper, to mean a shared set of meanings associated with individuals in relation to the roles they play in society (e.g., employee or worker identity) (Stryker & Burke, 2000). Thus, the term identity may be used in relation to association with groups (group identity), specific personal characteristics (personal identity) or the role a person plays in society (role identity).

The meanings individuals attach to the roles they occupy in the social structure (Stryker & Burke, 2000) are very important as they can dictate role performance. Meanings are peoples’ responses when they think about themselves in a social, role,

or personal identity (Burke & Stets, 2009). As has been alluded to earlier, it is not uncommon for people to be associated with multiple roles and therefore have multiple role identities (Stryker, 1989). The more a specific role becomes an important component of a person's self-concept or identity, the more the person has a tendency to exhibit role-related behaviors (Callero, Howard, & Piliavin, 1987) for self-verification purposes (Petkus, 1996).

Given that several roles may be tied to a person's sense of identity, at issue is when one's identity will be enacted in a given situation. One theoretical formulation that has been widely used in role identity theory as the basis for organizing multiple identities is the concept of identity salience. Identity salience is the likelihood that a specific identity will be enacted across situations (Stryker, 1968). Thus, the more salient an identity is the greater its likelihood of being evoked into situations either through behavioral or verbal actions. Because of the choice an individual has in enacting an identity, identity salience has been viewed as an agentic aspect of identity across situations (Serpe, 1987; Serpe & Stryker, 1993). Two other mechanisms for organizing multiple identities have been proposed: identity centrality and identity prominence. Both identity centrality (Rosenberg, 1979) and identity prominence (McCall & Simmons, 1978) organize multiple identities based on how important the identity is to an individual. According to these perspectives, the more central or prominent an identity, the more it will be enacted in a situation (Stets & Serpe, 2013). However, factors such as receiving rewards for an identity, being committed to an identity or receiving support from others for an identity can determine when an identity appears central or prominent in a hierarchy (Stets & Serpe, 2013). Applying these principles to the hybrid entrepreneurship context, the assumption is that for some hybrid entrepreneurs, the wage work role identity may be the most important

component of their self-concept, taking precedence over the entrepreneurial role identity and affecting individual's behaviors and actions. For others, however, the entrepreneurial role identity may be more important, and concerns of venture will come before those of wage work, suggesting that in multiple identity situations, only one identity can be enacted at a time. These approaches of organizing multiple identities have been criticized by scholars (Blader, 2007; Ramarajan, 2014; Ramarajan, Rothbard, et al., 2017; Rothbard & Ramarajan, 2009), who argue that multiple identities can be co-activated. In other words, it is possible for a hybrid entrepreneur to have high wage work and entrepreneurial identities or low wage work and entrepreneurial identities at the same time.

Critical to identity research is how role identity influences role-relevant behaviors (Burke & Reitzes, 1981). Put simply, what will be the behavioral consequence should a hybrid entrepreneur have either a high wage work identity or a high entrepreneurial identity? A large body of research has examined this question. Some studies have argued that the relationship between identity and behavior can be complex and reciprocal at the same time (Burke & Reitzes, 1981; Wells, 1978). To examine this issue, I draw on self-regulation theories of resource allocation (Beck & Schmidt, 2012; Schmidt & DeShon, 2010) to explain the relationship between identity and role behavior. The main tenet of the resource allocation perspective of self-regulation (DeShon, Brown, & Greenis, 1996; Kanfer & Ackerman, 1989) is that to achieve goals individuals must allocate attentional resources toward self-regulatory processes needed to achieve the goal in question. According to this view, the allocation of volitional, cognitive, and affective resources to one goal consumes resources needed to perform other goals (DeShon et al., 1996). This is because self-regulatory resources are always allocated among competing task goals. Given that self-regulatory resources

are limited, it is only the tasks that receive the resources which have a high chance of success.

In this study, I propose role identity as a self-regulatory process because it motivates hybrid entrepreneurs concerning which role they prioritize as well as the effort and resources they expend. According to self-regulation theories of resource allocation (Beck & Schmidt, 2012; Schmidt & DeShon, 2010), salient role identity should raise hybrid entrepreneurs' concerns about their own behavior in the specific role. Self-regulation is the process by which a person exercises control over thought, affect and behavior in goal achievement (Kanfer & Kanfer, 1991). Therefore, when an identity becomes activated, it sets standards that require individuals to self-regulate their investment of effort to achieve. Through the use of self-regulation (Thau & Mitchell, 2010) individuals may regulate themselves to fulfil role requirements by directing their self-resources to that role. This suggests that engaging in role fulfilling behaviors represent an act of self-regulation by which the self alters its own behavioral patterns so as to achieve desired goals (Baumeister, Muraven, & Tice, 2000).

Applying the above arguments to the current context, hybrid entrepreneurs who find self-meaning in their roles as employees should be concerned about their performance in wage work. In the same way, entrepreneurial identity should impose standards on hybrid entrepreneurs to pay attention to and perform in their entrepreneurial work. Yet recent evidence suggests that multiple identities might not be only hierarchically activated based on salience but can be co-activated simultaneously (Ramarajan, 2014; Ramarajan et al., 2017). From self-regulation of resource allocation perspective, activation of multiple identities may result in self-regulation impairment. When role identities are activated, they come with high performance expectations and inspire individuals to put in the effort, however, this

may require self-regulation of personal resources, which is limited (Kanfer & Ackerman, 1989). As such, when more than one identity is activated, they may drain self-resources needed to exert appropriate effort in both roles, leading to self-regulation impairment (Thau & Mitchell, 2010). In the next sections, I integrate the concepts of identity salience and self-regulation to examine how disagreement between hybrid entrepreneurs' identities affects outcomes. I also integrate the concepts of identity co-activation with self-regulation impairment to examine how an agreement between hybrid entrepreneurs' identities affects outcomes.

Proximal Consequences of Wage Work and Entrepreneurial Identity

Incongruence

According to role identity theory (Stryker & Burke, 2000), the set of meanings attached to the roles individuals occupy in society can dictate role behaviors. The extent to which hybrid entrepreneurs may perform behaviors associated with a particular role is likely to be influenced by the direction of the discrepancy or incongruence between their two work roles identities (Edwards, 1996; Edwards, Caplan, & Harrison, 1998; Glomb & Welsh, 2005). Incongruence between wage work and entrepreneurial identities may occur in two different ways: wage work identity may be higher than entrepreneurial identity for some hybrid entrepreneurs, or the opposite, a situation in which entrepreneurial identity is higher than wage work identity. When the two identities diverge, in a situation where hybrid entrepreneurs have high wage work identity than their entrepreneurial identity, there will be a high probability that hybrid entrepreneurs' behavior will be consistent with their wage work identity (Stryker, 1980). On the contrary, in a situation where hybrid entrepreneurs have high entrepreneurial identity than wage work identity, hybrid entrepreneurs' behavior will be consistent with their entrepreneurial identity (Serpe, 1987; Serpe &

Stryker, 1993). These arguments are consistent with the propositions of the self-regulation theories of resource allocation (Kanfer & Ackerman, 1989) concerning resource allocation for goal achievement. Thus, high identity on any of hybrid entrepreneurs' role motivates them to put their energies and efforts in specific role relevant behaviors. That is, consistent with the self-regulation perspective (Kanfer & Ackerman, 1989), high identity is a trigger for how self-resources should be allocated.

One critical manifestation of role identity is the amount of effort individuals spend in performing role-related behaviors. Work effort is the intensity with which wage work or entrepreneurial tasks are performed (Foo et al., 2009; Sakurai & Jex, 2012). Work effort has also been characterized as the volume of attentional resources expended toward completing job tasks (Yeo & Neal, 2004) or the consistency and intensity with which job tasks are performed (Campbell, 1990). From a motivational perspective, some research argues that emotions and effort expenditures closely operate together (Bagozzi, Baumgartner, & Pieters, 1998; Dalal, Lam, Weiss, Welch, & Hulin, 2009). Others argue from a physiological standpoint that effort is processed from the brain (Braver, Cohen, & Barch, 2002), which affects people's attention management mechanism in terms of what to devote their mind to including switching of attention (Paulitzki, Risko, Oakman, & Stolz, 2008).

The current theorizing focuses on how different levels and types of role identity influence work effort of hybrid entrepreneurs in both their wage work and entrepreneurial work. Specifically, I focus on how high wage work identity compared to low entrepreneurial identity influences work effort in the wage work and entrepreneurial work roles. I also look at how high entrepreneurial identity compared to low wage work identity influence work effort in the wage work and entrepreneurial work roles. Integrating insights from the role identity theory (Stryker & Burke, 2000)

and the self-regulation perspective (Kanfer & Ackerman, 1989), I expect that when wage work identity is higher than entrepreneurial identity, wage work effort will be high. According to self-regulation theories of resource allocation (Kanfer & Ackerman, 1989), hybrid entrepreneurs with high wage work identity should be compelled to allocate their personal resources in the form of maximum effort to the wage work role. On the other hand, when entrepreneurial identity is higher than wage work identity, maximum effort will be allocated to entrepreneurial work. Thus, given that high entrepreneurial identity dictates how personal resources should be regulated in goal achievement, when either of the role identities is high, it signals to the hybrid entrepreneurs to channel all his/her resources to perform behaviors associated with that role (Muraven & Baumeister, 2000). These assertions are supported by research on resource allocation in multiple-goal situations (Beck, Schmidt, & Natali, 2019; Converse et al., 2019; Schmidt & DeShon, 2010; Schmidt, Dolis, & Tolli, 2009). For instance, according to Beck et al. (2019) self-regulatory triggers such as goal performance discrepancies induce cognitive, affective, and behavioral responses to influences resource allocation.

I argue that role identity acts as a kind of self-regulatory trigger that motivates hybrid entrepreneurs to allocate effort in the respective role to achieve role expectations. Indeed, research shows that role identities motivate people to invest effort and energy to perform role-specific behaviors because such behaviors fulfill an important need for self-verification (Markus & Wurf, 1987; Ramarajan, 2014) and self-categorizations (Bergami & Bagozzi, 2000; Burke, 1991). Again, the more salient a person's role identity, the higher the likelihood that role-consistent behaviors will be exhibited (Stryker, 1980). Role identity has been useful in explaining a variety of behaviors including creativity (Farmer, Tierney, & Kung-Mcintyre, 2003) and effort

(Steffens, Slade, Stevens, Haslam, & Rees, 2019). In general, because role identities are justified through role-consistent behaviors (Farmer et al., 2003), I argue that high wage work identity will motivate hybrid entrepreneurs to allocate greater effort towards wage work tasks. However, hybrid entrepreneurs with strong entrepreneurial role identities should be more immersed in and expend greater effort towards entrepreneurial work tasks. Thus, high entrepreneurial identity as a self-regulatory trigger sets a role requirement that can be met only when effort is allocated towards entrepreneurial tasks. In summary, when wage work identity is salient or prominent, it will demand that more attentional resources be expended toward wage work tasks (Yeo & Neal, 2004). In contrast, a salient entrepreneurial identity will motivate hybrid entrepreneurs to direct a lot of consistency, persistence, and intensity to complete entrepreneurial tasks (Steffens et al., 2019).

Hypothesis 1a: Wage work effort is higher when wage work identity is higher than entrepreneurial identity, compared to when entrepreneurial identity is higher than wage work identity.

Hypothesis 1b: Entrepreneurial effort is higher when entrepreneurial identity is higher than wage work identity, compared to when wage work identity is higher than entrepreneurial identity.

Proximal Consequences of Wage Work and Entrepreneurial Identity

Congruence

I now turn to describe how having low or high identities in both wage work and entrepreneurial work simultaneously affect hybrid entrepreneurs' work effort. In a hybrid entrepreneurship context, where individuals simultaneously have two work roles, it is unlikely for individuals to identify with each role in isolation. Drawing on role identity theory (Stryker & Burke, 2000) and research that argues that multiple

identities can be simultaneously activated (Ramarajan, 2014; Ramarajan et al., 2017; Rothbard & Ramarajan, 2009), two forms of work role identity congruence can be differentiated in the hybrid entrepreneurship context. That is, a situation where hybrid entrepreneurs have high wage work identity and high entrepreneurial identity versus a situation where they have low wage work identity and low entrepreneurial identity. Based on the self-regulation perspective (Kanfer & Ackerman, 1989), I argue that high identity in both work roles will result in a situation in which hybrid entrepreneurs' self-regulatory resources are depleted limiting their ability to properly self-regulate. According to the self-regulation of resource allocation perspective (Thau & Mitchell, 2010), this situation can also result in self-regulation impairment. Each role identity comes with high performance expectation, as such, when multiple identities are highly activated, the lack of self-resources needed to achieve expectations of each role may harm the ability to self-regulate, leading to self-regulation impairment. When the performance expectation for each role is high and there is a feeling of a large gap between the goals and effort needed to achieve them, individuals may feel that their effort is not enough. This experience can drain self-resources needed to perform behaviors in either role (Thau, Aquino, & Poortvliet, 2007).

As I have argued above from a self-regulation perspective, identity motivates individuals to allocate their finite resources to achieve certain behaviors and performances. High identity urges people to use their finite energetic resources in achieving role-specific behaviors. As such, when hybrid entrepreneurs have high wage work identity, they will channel their finite energies to wage work tasks. In the same vein, the self-regulation perspective predicts that those with a high entrepreneurial identity, will channel their finite energies to entrepreneurial work. However, according to the self-regulation impairment view the simultaneous activation of dual identities

can be psychologically challenging impairing hybrid entrepreneurs' ability to self-regulate and exert maximum effort in either role (Thau & Mitchell, 2010). Self-regulatory resources consciously or unconsciously help individuals to maintain impulses, make choices, persist in an activity, and control their emotions (Schmeichel & Baumeister, 2004). According to Schmeichel and Baumeister (2004) self-regulatory ability helps individuals to "inhibit, override, or alter responses that may arise as a result of physiological processes, habit, learning, or the press of the situation" (p. 86). Some situations can drain this regulatory ability or self-resources, which then impair one's ability to maintain normative behavior. I argue that the simultaneous activation of dual identities could be a situation that can impair hybrid entrepreneurs' ability to self-regulate and maintain appropriate behavioral responses to high identity demands. That is, despite the positive outcomes of high role identity, people's self-regulatory ability becomes undermined when more than one identity is activated.

Again, one's ability to pay attention (attentional resources) may diminish when attention becomes divided across two roles (Norman & Bobrow, 1975) and therefore, effort can suffer for at least two reasons. First, cognitive load increases when one simultaneously tries to attend to multiple processes, which can slow down effort (Kanfer & Ackerman, 1989). Second, errors may increase as individuals become prone to "failures of divided attention" (Kahneman, 1973: 141). As such, effort reduction occurs as the competition for cognitive resources associated with multiple activations of identities slows work pace and increases errors. I posit that compare to hybrid entrepreneurs who are low in both wage work and entrepreneurial work identities, those who identify highly in both roles may become torn between the two roles, which may lead to stress (Hirsh & Kang, 2016) and depletion of one's energy and motivational resources (Marks, 1977; Rothbard, 2001; Mawritz, Greenbaum, Butts, &

Graham, 2017). Compared to when both identities are low, when both wage work and entrepreneurial identities are salient, they may drain attentional resources, decreasing how hybrid entrepreneurs immerse in either work role. Indeed, the stressful situation of identifying with multiple roles has been found to reduce intrinsic motivation towards work because such people become stuck, paralyzed or caught between worlds (Ramarajan et al., 2017).

These experiences may create distress for hybrid entrepreneurs and reduce their focus on both work roles, reducing work effort in both roles (Hirsh & Kang, 2016; Kahn, 1990). Dual identity salience situation may also reduce work effort in both roles because it inhibits hybrid entrepreneurs' ability to utilize identity-specific motivation, which further limits their ability to persist and expend attentional resources in both work roles. Prior studies have found that identity is associated with high work effort (Steffens et al., 2019). However, expending effort may require energy and motivational resources (Sakurai & Jex, 2012), which is likely to be reduced when both identities are high leading to self-regulation impairment. Therefore, having high identities in both wage work and entrepreneurial work is likely to have a negative effect on work effort in both wage work and entrepreneurial work roles compared to when both identities are low.

Hypothesis 2a: Wage work effort is higher when wage work and entrepreneurial identities are in agreement at a lower level than at a higher level.

Hypothesis 2b: Entrepreneurial effort is higher when entrepreneurial and wage work identities are in agreement at a lower level than at a higher level.

Distal Outcomes of Employee and Entrepreneurial Identity (In)Congruence via Work Effort

I have thus far focused on work effort as the proximal outcome of hybrid entrepreneurs' identity (in)congruence. Next, I consider a more distal outcome of the interplay between hybrid entrepreneurs' wage work and entrepreneurial identities. Organizational scholars have shown how identity shapes various individual and organizational processes and outcomes, including effort (Steffens et al., 2019) and performance (Burke & Reitzes, 1981; Riketta, 2005). According to role identity theory (Burke & Reitzes, 1981), identities encourage behaviors specific to the roles individuals identify with because performing such behaviors fulfills an important need for self-verification (Markus & Wurf, 1987; Ramarajan, 2014). This is also in line with the tenets of the self-regulation theories of resource allocation (Beck & Schmidt, 2012; Kanfer & Ackerman, 1989; Schmidt & DeShon, 2010), which explains resource allocation for goal achievement. The resources allocation perspective suggests that self-regulatory triggers influence personal resource allocation in goal achievement settings (Beck et al., 2019). Consistent with these assertions, role identity could be a self-regulatory trigger because it motivates people to invest resources in role-relevant behaviors. Identifying with a role suggests self-regulating and allocating personal resources to that role. These are supported by extant identity research as according to Stryker (1980), the more central an individual's work role identity, the higher the likelihood that the individual's behavior will be in tune with that identity. Similarly, Van Knippenberg (2000) found that identification motivates people to achieve goals associated with the target of identification. As such, the more one identifies with a role, the more s/he is likely to expend more effort on the tasks associated with that role (Dukerich, Golden, & Shortell, 2002).

Expending effort on tasks associated with specific roles have been conceptually and empirically found by prior studies to have a significant positive impact on performance (Gielnik, Spitzmuller, Schmitt, Klemann, & Frese, 2015; Steffens et al., 2019; Wu, Song, & Yang, 2020; Yeo & Neal, 2004). For example, Carver (2006) states that expending effort helps individuals make significant progress toward a goal because making efforts toward goals help reduce the dissimilarity between their current state and desired goal (Carver & Scheier, 1982). Similarly, Locke and Latham (2002) suggest that putting in effort is a direct antecedent of goal achievement. From a goal-setting point of view (Locke & Latham, 2002), individuals use effort to reduce the disequilibrium created by the goals they set. Therefore, because achieving higher performance is akin to goal achievement, I argue that effort will relate positively to performance.

In this study, I distinguish between two types of effort: wage work effort and entrepreneurial effort. I argue that while increased wage work effort will lead to higher wage work performance, it will lead to lower entrepreneurial performance. On the other hand, while exerting effort in entrepreneurial work will lead to increased entrepreneurial performance, it will negatively affect wage work performance. This is because work effort involves the amount of attentional resources expended toward job tasks (Yeo & Neal, 2004). It also involves the consistency and intensity with which job tasks are completed (Campbell, 1990). This suggests that in effort expenditure, individuals use attentional resources which are limited (Bagozzi et al., 1998). Unfortunately, allocating attention to one domain can hinder performance in another domain (Edwards & Rothbard, 2000). As such, the role which receives the attentional resource will benefit than the role that did not. Additionally, investing effort in a task means having focused attention (Paulitzki et al., 2008). I argue that investing effort in

wage work will make hybrid entrepreneurs direct their attentional resources to wage work hence, leading to higher wage work performance while lowering entrepreneurial performance. However, putting effort into entrepreneurial work will make them focused on entrepreneurial work thereby leading to higher entrepreneurial performance and lower wage work performance.

As I have argued above, when wage work identity is higher than entrepreneurial identity, there will be a high likelihood that hybrid entrepreneurs' behavior will be consistent with their wage work identity (Stryker, 1980). However, when entrepreneurial identity is higher than wage work identity, hybrid entrepreneurs' behavior will be consistent with their entrepreneurial identity (Serpe, 1987; Serpe & Stryker, 1993). This is especially true because per self-regulatory theories of resource allocation (Beck et al., 2019), identity should influence the allocation of attentional resources. Therefore, I expect hybrid entrepreneurs to exhibit high role immersion in their wage work when wage work identity is highest and entrepreneurial work when entrepreneurial identity is highest. Moreover, because identification with a role (Creary, Caza, & Roberts, 2015; Marks, 1977; Rothbard, 2001; Thoits, 1983) generates energy and attentional resources for actions associated with the role, I expect wage work effort to be high when wage work identity is high while entrepreneurial task effort to be high when entrepreneurial identity is high. However, like my argument above, when two or more identities arise at the same time it will lead to challenges and impair self-regulation. Therefore, I expect effort in both roles to reduce when both wage work and entrepreneurial identities are high rather than low.

Given that I have hypothesized the effects of wage work and entrepreneurial identity (in)congruence on wage and entrepreneurial work effort and established positive relationships between wage work and entrepreneurial efforts and the two

performance outcomes, I expect that wage work and entrepreneurial effort will carry these (in)congruence effects to hybrid entrepreneurs' performance in both their wage and entrepreneurial works. Therefore, I hypothesize a mediating role for both wage work effort and entrepreneurial effort.

Hypothesis 3: Wage work effort mediates the relationship between identity congruence/ incongruence and (a) wage work performance and (b) entrepreneurial performance.

Hypothesis 4: Entrepreneurial effort mediates the relationship between identity congruence/ incongruence (a) wage work performance and (b) entrepreneurial performance.

Insert Figure 1.1 About Here

ESSAY 1 METHOD

Research Design of the Interviews

Because research on hybrid entrepreneurship is scant, I firstly conducted interviews with hybrid entrepreneurs. This was to help me better understand their role identification and work context. I used a snowball sampling approach in two regions in Ghana and obtained a convenient sample of 22 hybrid entrepreneurs. The 22 interviewees included nine males and 13 females. In terms of the level of education, eighteen had a minimum of bachelor's degree or above, while four had a level of education lower than bachelor's degree. Only five of them were employees of private companies with the rest being employed by government institutions. Table 1.1 presents detailed information about individual interviewees. Interviews, either face-to-face or over-the-telephone allow informants to openly talk about a topic in verbal exchanges

with the researcher (Creswell, 2017; Rowley, 2012). Both face-to-face and over-the-telephone approaches were used in this study, with interviews ranging from 10 to 79 minutes. Questions regarding their role identity as well as effort and performance in each role were asked. A semi-structured interview was used in accordance with Rowley (2012).

Insert Table 1.1 About Here

Procedures

I made sure I explain the purpose of my research and introduced myself briefly to the interviewees before the start of each interview session. Moreover, before the start of each interview, the concept of hybrid entrepreneurship was clearly explained to all interviewees. This was to make sure that indeed each one had both employee and entrepreneurial roles. I asked permission from hybrid entrepreneurs to record the interviews and also assured them of the confidentiality of their responses. The interview was divided into two main parts. Part one mainly focused on eliciting demographic information including their names, gender, nature of wage work and entrepreneurial work and education from the interviewees.

In the second part, questions relating to the main study variables (role identity, effort and performance) were asked. Following research that used interview data for a similar purpose, (Aime, Humphrey, DeRue, & Paul, 2014; Edmondson, 1999), I conducted these interviews to gain an understanding of hybrid entrepreneurs' experiences rather than test the study's hypotheses. Guided by my proposed theory, the interviews were to help me understand from their point of view the main variables of the study. To analyze the data, I transcribed the interviews verbatim. I then read

through multiple times to become conversant with it while making notes of potential codes with links to my theory and the research questions as well as previous research. As this process continued, some codes are merged, deleted or combined with others, and in some cases, new codes arose.

Interview Findings

Identity

Concerning whether and why they may have a high identity with either role, several responses were elicited from hybrid entrepreneurs. Most of the respondents in my interview asserted that they identify more with their wage work role and used several ways to explain why they identify with that work role. While some explained that they identified with one of the roles because of how much attention is paid to it, others based their reasons on the amount of time spent on each role. For example, interviewee #3 whose venture provides internet services to clients explained that *“the business may be minor because I was a teacher before I started that business, so I identify more with the teaching. Teaching is my main job as of now but as the business grows maybe more attention will be shifted to the business”*. Interviewee #7 who is a farmer as an entrepreneur however expounded that *“I will say the teaching because I spend most of my time on campus with the students, so I do the farming as a part-time”*. Similarly, Interviewee #8 and #9 whose businesses are into electrical gadgets retailing and makeup artistry respectively, stated that they identify more with health profession (wage work) because *“It is the job that I have done for a long time...”*. Others also considered which of the roles they perform full-time as a reason for high or low identity on the roles. Interviewee #10 for instance, who is a nurse as an employee and a home appliance retailer as an entrepreneur explained that *“I think the nurse because that’s what I’m being paid for ... but the retailing is like a part-time business*. There were

also some hybrid entrepreneurs who had higher entrepreneurial identity. A case in point is interviewee #11 who is a forklift operator as an employee and also owns a manufacturing business. According to him, *“I identify more with my manufacturing business.... Because that is what people see me do most often.* In a similar vein, interviewee #12 who is a teacher as an employee and makeup artist as a businesswoman remarked that *“I will say the makeups because the makeup is something that I love doing and also it gives me more money than the teaching”*. Interviewee #14 who works for an insurance company also identifies more with her business *“I will say the fashion business because the insurance is not a job that I want especially the department that I work in”*. These findings reflect the identity salience argument in the literature (Callero, 1985; Nuttbrock & Freudiger, 1991).

However, apart from one identity being salient, there were some hybrid entrepreneur interviewees who believed they have similar identities in both their wage work and entrepreneurial roles consistent with the simultaneous activation of multiple identities arguments (Ramarajan, 2014; Ramarajan et al., 2017). For instance, interviewee #6 who is a Jewelry retailer as an entrepreneur and a teacher as an employee asserted that she identifies with both roles *“I will say both because the jewelry making gives me the experience to teach better”*. Interviewee #2 also based her reason on the love for the two jobs by saying *“I think I play all evenly. I love to teach and probably because I don’t have enough time for the trading, but I love to trade too. When it comes to how to advertise my products and get customers, I don’t really struggle with that and if I have to teach, I really enjoy that too”*. For such hybrid entrepreneurs, there is a strong connection between their wage work and entrepreneurial roles. Indeed, interviewee #1 summed it all up by explaining why she believed she has dual identities *“the teaching and my personal business have a link. I*

teach clothing and so my personal business (which is dressmaking) is like doing the practice of what I teach. So, it's like doing the same thing; so, I identify with both".

Effort

Questions relating to hybrid entrepreneurs' exertion of effort were also asked. In my interviews, many of the interviewees stated that they put in more effort in their wage work compared to their entrepreneurial work. Interviewee #3 for instance shared that *"I will say I put in more effort in the teaching than in the business... because with the business I can delegate unlike the teaching but with time as the business grows and expand, I may channel most of my effort into it"*. Similarly, interviewee #8 also spends much effort in his wage work compared to the business *"I will say my effort in the nursing is higher than that of the business. Even though I try to achieve all business targets, I will say my attention is mostly on the nursing"*. This was also the case for Interviewee #9 *"I will say the midwifery takes a lot of my effort than the make-up business because I spend a lot of time on the midwifery"*. Integrating findings from the identity interviews, it could be seen that generally, effort is more in work roles in which interviewees' identities are high. Further analysis of the interview scripts shows that while most interviewees exhibited effort in roles they most identify with, there were instances where they identify with one role but expended more effort in another. For instance, while interviewee #14 identifies more with her business, she exhibited more effort in her wage work *"I put in much effort in the insurance company than I do in the fashion business. I am saying this because with my business I do it with passion unlike my role here in the insurance work where I have to put in a lot of effort since it is not something that I like doing and also with my personal business I do not have any supervisor unlike my role here in the insurance company where at the end of every week you are accountable for something"*.

There were also instances where some hybrid entrepreneurs identified with both roles but admitted putting more effort in one role than the other. For instance, although interviewee #2 believed she has a high identity in both roles, she stated that she put in more effort in the wage work *“With the teaching I put in more effort than the retailing, that’s why I was saying I don’t really have time for the trading. So, I think 2/3 of my effort goes into what I’m doing as a teacher. I put in much effort not because teaching is difficult but I want to leave a mark with my students as a good teacher so I will rule out my self-interest and gains for them”*. For interviewees #12 and #13, although they have a high wage work identity, they exhibit effort in both roles. Interviewee #12 put it succinctly *“I will say I put effort in both. With the makeup, you are dealing with a lot of people so you have to put in a lot of effort in order to please your customers and if you do it well it will fetch you a lot more customers. With the teaching too you are dealing with students’ future, so you have to put in much effort in order to teach them to their understanding”*. For interviewee #10, although she identifies with the wage work, she does not see herself exhibiting any special effort in either role *“I don’t put in special effort in any of them, but I am passionate about selling because I like money and I work for my money. With the nursing, I will get my money at the end of the month but with the selling, I see money every day and that’s why I do both at the same time without getting tired”*. Hybrid entrepreneurs also described typical situations in which the demand for higher effort was required in each role. Interviewee #2 for instance, stated that *“sometimes in the school I will set a day aside to do all the markings and go home very late. The advantage I have as a married woman is that my husband does not live here with me otherwise it will be difficult. For the dressmaking, I mostly do it when I am on vacation, so I can say that is when I put in a lot of effort. I accept a lot of dressmaking jobs before vacation and then I use the*

vacation to work on them. Those I am unable to finish, I continue when school reopens”.

Interviewee #8 also described a situation at the wage work (a nurse) that demanded higher effort *“We’ve been working hard every day but there was one time a patient needed oxygen at the hospital, so we called the oxygen center, and no one picked up, we went there with some nursing students and there was no one there. When we came back, I went to a different ward to get one, but I did not get any because they were all in use. So, I went back to the oxygen department and still there was nobody there and although I had no knowledge of oxygen or how it is operated, I just looked at how the others have been assembled and did one myself and brought it to my ward to be administered to the patient. I realized that day I went the extra mile”.*

Performance

With regards to performance, interviewees described several aspects of their performance in each role including how they proficiently, proactively and adaptively perform. In terms of how proficient they are in their two roles, almost all interviewees asserted that they good in both roles. Indeed interviewee #1 captured succinctly *“I can say 100% for each role”*. With regards to proactive performance, interviewee #2 described situations in which she had to proactively come up with an idea to make her wage work or business better *“Teaching is an art and basically it is not static. You cannot use one method forever and you cannot depend on a book for more than a year. Even though we are given teaching books here, I constantly change my books not because somebody tells me to. In my business too before I came to sell shoes and bags, I used to sell food items, but I had to stop because people come and buy on credit and will not pay until they need another item, even with that they do not come with the full amount and the margin of profit was also little but with the bags and shoes, you can make a bit more profit. So, one day I just got up and said I won’t sell the food items*

again not because somebody asked me to". Interviewee #8 also described a situation at the wage work that he needed to adapt to "*... especially in the nursing field. Initially, we were using the paper folder to keep records of our patients, but it got to a point we had to use a software, so we had to adjust ourselves to be able to use it. So, adjusting ourselves to be able to use the computer and the particular software was necessary*".

While some exhibited proactive and adaptive performance in both roles, others are proactive and adaptive in just one role. For instance, when asked which roles he is more proactive in, interviewee #13 stated that "*I will say I am more proactive in the retail business because at first I was only into selling of sneakers but later on the prices of the sneakers went up so I had to quickly add some jeans and shirts to it and some locally made shoes with good prices and my decision was very good since I had more buyers due to the low prices of the locally made shoes*". Interviewee #13 also stated that he is more adaptable in his business than his wage work "*... I will say retailing because I remember it got to a time that there was an increase in the dollar exchange rate, and it affected the prices of my items because of the high import duties, so I adapted to the high prices by increasing the prices of the old stock to cover up for the new stock*". Others also stated that they are proactive in one role and adaptive in another. For instance, interviewee #14 says she is more proactive in her personal business "*I am more proactive in my personal business. On my social media page, I have informed my business customers it takes 7 days to complete a single job but sometimes a friend recommends you to a client and you have to work on that job quickly, so that is how come sometimes, I decide to stay up late to complete a particular given task even though it should have taken 7 days*". However, she is more adaptive at her wage work "*...I wall talk about how I adapt to challenges in my wage work. As an insurance marketer, every month I have to prepare a list of likely businesses I will be*

bringing to the company. The businesses I list in the budget statement, I know they are impossible to win them all. But because the company requires me to have a budget that is higher than the target they have set for me, I come up with possible target companies, which I know I may not win. This is what everyone is doing here so, I have also come to follow this strategy, although personally, it is not something I would have done. But this strategy helps me overcome a difficult challenge at work”.

Interviewees also shared with me some of the situations they have faced in the past that tested their performance abilities both in the wage work and in the business. Interviewee #1 shared a unique performance she had to put up in the past in her wage work *“The first batch of students I taught, they didn’t have academic materials for their final exam, so I took their monies and went to the capital city and bought all the things they needed. Again, the practical aspect of the exam required that they work late in the night and so I had to come and joined them in the classroom the whole night for them to finish, it was not easy. These two situations tested my performance abilities”.* While interviewee #8 described an extreme situation at the wage work that tested his performance, he did not have similar experience in his business *“... yes for the nursing aspect, this one wasn’t really medical, but it was an emergency fire outbreak at the ward. At that moment I had to think of the safety of the patients as well as stopping the fire. Me being the only male at the time, I had to come up with some courageous move of moving the patients out and quenching the fire outbreak too. I think this was one moment that really tested my creative and performance abilities. For the business side, I don’t remember any at the moment”.* Similarly, although interviewee #9 has encountered difficult work experience in her business, it is not quite so in her wage work *“Yes, with the make-up, one time I had a job of making up a princess. I was so nervous that when I was packing my stuff, I forgot a particular make-*

up powder. So, when I got there, I had no option than to ask them to give me a baby powder. So, I used the baby powder in place of the make-up powder, and it turned out to be really good and since that day even if I get a baby powder, I can use it. With the midwifery (wage work), for now, I will say NO". Findings from the interviews provide an initial insight into the variations of the focal variables.

Research Design for Quantitative Data (Main Study)

I conducted a field study in the West African country of Ghana. Ghana is an emerging lower-middle-income country that has been achieving steady economic progress over the past two decades, culminating with an annual GDP growth rate of 8.5%, making it one of the fastest developing nations in 2017 (World Bank, 2018). Doing entrepreneurship research in a developing country like Ghana is useful for several reasons. First, developing countries recognize entrepreneurship as an important means to promote economic growth and reduce poverty (Gielnik et al., 2014). Again, it is recognized as a critical means for innovation and increased productivity (van Praag & Versloot, 2007). Micro and small-scale businesses are also important because they are a major source of employment creation for developing countries (Acs et al., 2008). Because of the acknowledged importance of entrepreneurship for economic development, Ghana has embarked on business regulatory reforms (Ministry of Trade and Industry, 2020) to make doing business easy. In terms of how regulations enhance or constrain business activity, Ghana ranks 118 (out of 190) in the ease of doing business (World Bank, 2020). Ghana ranks 75 (out of 180) with regard to corruption (Transparency International, 2020).

Despite these shortfalls, Ghana has consistently been promoting entrepreneurship with the establishment of agencies, such as the microfinance and small loans center (MASLOC) and the national entrepreneurship and innovation

program (NIEP) (Asante & Affum-Osei, 2019) to help provide funding for start-ups and small businesses. Moreover, the Global Entrepreneurship Monitor (GEM), (2020) 2013 report assigned Ghana a total early-stage entrepreneurial activity (TEA) score of 25.82 well above the global average of 13.55, suggesting that entrepreneurial activity in the country is high. Ghana, thus, constitutes an ideal location for my study of hybrid entrepreneurs, as many small businesses start from hybrid entrepreneurship (Burke et al., 2008).

Participants and Procedures

I recruited participants for the study from two sources. The first was through an alumni association of a public university in Ghana. This association had updated records of the employment status of the alumni, which assisted me to identify suitable participants. The second source was through a government organization mandated to promote and develop the micro, small and medium enterprises (MSME) sector in Ghana. This organization had extensive records on their entrepreneurial clients including hybrid entrepreneurs. This assisted me to identify hybrid entrepreneurial participants for the study. For a hybrid entrepreneur to be part of this study, s/he must provide me with details of their wage work supervisors and their entrepreneurial partners for questionnaire distribution. Relying on networks and university affiliation to recruit respondents for entrepreneurship studies is popular (Mueller, Wolfe, & Syed, 2017; Weinberger, Wach, Stephan, & Wegge, 2018).

Data were collected in four waves with an interval of approximately one month to address the concerns of common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). In the first wave, I invited 488 hybrid entrepreneurs to participate in the survey and received 429 responses (response rate: 87.91%). Participants provided their demographic information and rated their wage work and entrepreneurial identities. In

the second wave survey, I distributed questionnaires to the 429 hybrid entrepreneurs who responded to the first wave survey and received 378 responses (attrition rate: 11.89%). In the second wave, participants responded to questions on their wage work and entrepreneurial efforts. In the third survey, I distributed questionnaires to the business partners of the 378 hybrid entrepreneurs who responded to the second wave survey and received 339 responses (response rate: 89.68%). Finally, in the fourth wave¹, I distributed questionnaires to the wage work supervisors of the 378 hybrid entrepreneurs who responded to the second wave survey and received 344 responses (response rate: 91.01%). The wage work supervisors and partners rated the performance of the focal hybrid entrepreneurs. I deleted incomplete data and all participants who did not have useable data from all three sources. The final dataset included 327 completed and matched responses (overall response rate = 67.01%). Of the 327 hybrid entrepreneurs, 53.08% were males, 87.50% had qualifications equivalent to a bachelor's degree or above. The average age of the respondents was 35.89 years ($SD = 7.42$) and the average entrepreneurial work and wage work experiences were 7.17 years ($SD = 3.41$) and 8.24 years ($SD = 4.97$), respectively.

Measures

The survey was administered in English. All variables, unless otherwise stated, were measured using a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Wage Work identity. I measured wage work identity by adapting the four-item Importance to Identity subscale of the Collective Self-Esteem Scale (CSES; Brook et al., 2008). A sample item of wage work identity was “My employee identity is an important reflection of who I am.” The alpha reliability for this scale was .86.

Entrepreneurial identity. I measured entrepreneurial identity by adapting the

same four-item Importance to Identity subscale of the Collective Self-Esteem Scale (CSES; Brook et al., 2008). A sample item of entrepreneurial identity was “My entrepreneurial identity is an important reflection of who I am.” The alpha reliability for this scale was .88.

Wage Work Effort. I measured wage work effort using a five-item scale adapted from De Jong and Elfring (2010). A sample item was “As a hybrid entrepreneur who also has wage work, I work as hard as I can to achieve my wage work objectives.” The Cronbach’s alpha for this scale was .91.

Entrepreneurial Effort. I measured entrepreneurial effort using the same five-item scale adapted from De Jong and Elfring (2010). A sample item was “As a hybrid entrepreneur who also has wage work, I work as hard as I can to achieve my entrepreneurial objectives.” The Cronbach’s alpha for this scale was .91.

Wage Work Performance. I asked the wage work supervisors of hybrid entrepreneurs to provide an evaluation of their wage work performance, using a scale adapted from Griffin, Neal and Parker (2007). The scales consist of three items each for proficient, adaptive and proactive performance. A sample item of proficient performance was “He/she carries out the core parts of his/her job well.” A sample item of adaptive performance was “He/she adapts well to changes in his/her core tasks.” A sample item for proactive performance was “He/she initiated better ways of doing his/her core tasks.” The Cronbach’s alpha for the nine-item wage work performance measure was .92.

Entrepreneurial Performance. I asked the hybrid entrepreneurs’ venture partners to provide an evaluation of the entrepreneurial performance of the focal hybrid entrepreneurs, using the same scale adapted from Griffin et al. (2007). A sample item of proficient performance was “He/she carries out the core parts of this business well.”

A sample item of adaptive performance was “He/she has dealt effectively with changes affecting this business.” A sample item for proactive performance was “He/she often suggests ways to make this business more effective.” The Cronbach’s alpha for the nine-item entrepreneurial performance measure was .91.

Control Variables. Previous research has found that demographic characteristics, such as age and gender were related to entrepreneurial behavior (Folta et al., 2010; Kautonen, Down, & Minniti, 2014; Schulz et al., 2016). Hence, I controlled these variables in the current study. To account for hybrid entrepreneurs’ human capital, I controlled for their education, wage work and entrepreneurial work experiences (Williams & Shepherd, 2016).

Insert Table 1.2 About Here

RESULTS

Confirmatory Factor Analyses

I used a confirmatory factor analysis (CFA) to evaluate the factor structure of the measures prior to testing the hypotheses. To increase model parsimony and reduce the number of parameter estimates, I used the item parceling approach (Little, Cunningham, Shahar, & Widaman, 2002). I created three-item parcels for each study variable (i.e., entrepreneurial identity, wage work identity, entrepreneurial effort, wage work effort, entrepreneurial performance, wage work performance) by sequentially averaging items with the highest and lowest loadings (Landis, Beal, & Tesluk, 2000). This approach helps to create a balance of indicators to constructs which is useful for producing more stable estimates especially when scales have a large number of items and the sample size is relatively small (Hall, Snell, & Foust, 1999; Landis et al., 2000).

In both confirmatory factor and model analyses, *Mplus 7.4* (Muthén & Muthén, 2017) was used. Following Hu and Bentler (1999), model fit was assessed using the root mean square error of approximation (RMSEA), Tucker–Lewis index (TLI), comparative fit index (CFI), and standardized root mean square residual (SRMR). TLI and CFI values of .95 or above and RMSEA values of .06 and SRMR values of .08 or below indicates satisfactory fit. The CFA results showed that the default 6-factor model including entrepreneurial identity, wage work identity, entrepreneurial effort, wage work effort, entrepreneurial performance, wage work performance demonstrated a good fit to the data ($\chi^2 = 382.88$, $df = 120$, $\chi^2/df = 3.19$, RMSEA = .08, CFI = .95, TLI = .93, SRMR=.04). I compared this model to a 5-factor alternative model in which I combined both identity variables (i.e., entrepreneurial identity and wage work identity) into one factor. The 6-factor model demonstrated better fit as compared to the 5-factor model ($\chi^2 = 925.29$, $df = 125$, $\chi^2/df = 7.40$, RMSEA = .14, CFI = .83, TLI = .80, SRMR=.14). The same was true with a 3-factor model in which entrepreneurial identity, wage work identity, entrepreneurial effort and wage work effort were combined into one factor ($\chi^2 = 1940.53$, $df = 132$, $\chi^2/df = 14.70$, RMSEA = .21, CFI = .62, TLI = .56, SRMR=.13). Finally, the 6-factor model was better than a single factor model ($\chi^2 = 2472.90$, $df = 135$, $\chi^2/df = 13.42$, RMSEA = .23, CFI = .51, TLI = .45, SRMR=.14). These results support the distinctiveness of the studied variables.

Analytical Strategy

Polynomial regression and response surface methodology (Edwards, 2002; Edwards & Parry, 1993) were used to test my hypotheses. The mediator variables (wage work effort and entrepreneurial effort) were regressed on the control variables, as well as the five polynomial terms— b_1 E (entrepreneurial identity), b_2 W (wage work identity), b_3 E² (entrepreneurial identity), b_4 E (entrepreneurial identity) X W (wage

work identity), $b_5 W^2$ (wage work identity)—specifically, I estimated the following equation (for simplicity, I have omitted all control variables):

$$\text{Outcome} = b_0 + b_1(E) + b_2(W) + b_3(E^2) + b_4(E \times W) + b_5(W^2) + e. \text{ Model (1)}$$

To eliminate multicollinearity and facilitate easy interpretation of results, entrepreneurial identity (E) and wage work identity (W) were mean-centered before estimating the three second-order polynomial terms (Aiken & West, 1991). As suggested by Edwards and Parry (1993), the regression coefficients were used to draw a three-dimensional relationship in which wage work effort and entrepreneurial effort were plotted on the vertical axis and entrepreneurial identity and wage work identity were plotted on the perpendicular horizontal axes (for examples, see Graham, Dust, & Ziegert, 2018; Tepper et al., 2018; Wilson, Baumann, Matta, Ilies, & Kossek, 2018).

Polynomial regressions analysis.

After running the polynomial regressions, further tests were performed to assess the slopes and curvatures along the congruence line ($E = W$) and the incongruence line ($E = -W$). To obtain the shape of the surface along the line where the two identities diverge, I substituted the formula for this line (i.e., $E = -W$) into Model (1). Similarly, to obtain the shape of the surface along the line where the two identities converge, I substituted the formula for this line (i.e., $E = W$) into Model (1). When there is a significant and negative slope along the congruence line (Edwards & Parry, 1993), we can deduce that convergence at high levels of identity leads to lower outcomes than convergence at low levels (i.e., Hypothesis 2). Specifically, in order to show that wage work effort and entrepreneurial effort are higher when hybrid entrepreneurs are congruent at low levels of entrepreneurial identity and wage work identity in comparison to congruence at high levels, the slope of the congruence line (i.e., where $E=W$ and computed as $b_1 + b_2$) must be significant and negative.

Also, to demonstrate that the dependent variable (i.e., wage work effort) increases as one moves along the incongruence line from low entrepreneurial identity (E) to high wage work identity (W) (Hypothesis 1a), the slope of the incongruence line must be negative. That is, a significant negative slope along the incongruence line indicates that wage work effort is higher when wage work identity (W) > entrepreneurial identity (E). However, to demonstrate that the dependent variable (i.e., entrepreneurial effort) increases as one moves along the incongruence line from low wage work identity (W) to high entrepreneurial identity (E), (Hypothesis 1b), the slope of the incongruence line must be positive. Thus, a significant positive slope along the incongruence line indicates that entrepreneurial effort is higher when entrepreneurial identity (E) > work identity (W). To test the slope of the incongruence line, I examined whether the slope along the incongruence line (i.e., where $E = -W$, calculated as $b_1 - b_2$) was negative and significant for Hypothesis 1a and positive and significant for Hypothesis 1b using techniques suggested by prior research (Cohen & Cohen, 1983; Edwards & Parry, 1993). I used *Mplus 7.4* to analyze the data and *JMP Pro 14* to draw a three-dimensional diagram of the relationships.

Mediation test using the block variable approach.

To examine the mediation effects of wage work effort and entrepreneurial effort in the relationship between identity (in)congruence and both wage work performance and entrepreneurial performance, I used the block variable approach (Edwards & Cable, 2009; Igra, 1979; Marsden, 1983). For entrepreneurial identity and wage work identity—represented by the polynomial terms $(E) + (W) + (E^2) + (E \times W) + (W^2)$ —a path coefficient was obtained by treating Model (1) as a block variable (Heise, 1972; Igra, 1979). Specifically, the coefficients of the five polynomial regressions (from the above Equation) were multiplied with the data to create a

weighted linear composite (i.e., block variable), which represents the relationship between the identity quadratic terms and the two mediators (i.e., wage work effort and entrepreneurial effort). For example, the block variable for the above Model (1), in which entrepreneurial identity and wage work identity predict wage work effort, equals $b_1(E) + b_2(W) + b_3(E^2) + b_4(E \times W) + b_5(W^2)$. After creating the block variable, the five polynomial terms were then replaced, and the regression equation was rerun. Thus, I regressed the mediator (i.e., wage work effort) on the block variable together with the same control variables. The estimated coefficient of the block variable in this analysis depicts the usual “ α ” path in mediation models (i.e., the effect of the five polynomial terms on wage work effort). It must be noted that the variance explained by the block variable is identical to that explained using the equation in Model (1) given that the block variable is calculated from the estimates for the quadratic terms themselves (Edwards & Cable, 2009; Lambert, Tepper, Carr, Holt, & Barelka, 2012; Zhang, Wang, & Shi, 2012). To estimate the “ β ” path of the mediation model, I regressed each outcome variable (i.e., wage work performance and entrepreneurial performance) on the mediator (i.e., wage work effort) after controlling for the control variables and the quadratic terms. The α and β paths were then used to compute the mediation effect, $\alpha\beta$. Bias-corrected confidence intervals were calculated with 10,000 bootstrap samples.

 Insert Table 1.3 About Here

Hypotheses Testing

Means, standard deviations, and correlations are presented in Table 1.2. The polynomial regression results for Model (1) are reported in Table 1.3 and the resulting surface plots are shown in Figures 1.2a and 1.2b. Hypothesis 1a predicted that wage

work effort is higher when wage work identity is higher than entrepreneurial identity, compared to when entrepreneurial identity is higher than wage work identity. As shown in the first column of Table 1.3, the slope along the incongruence line ($E = -W$) was significant and negative (slope $[b_1 - b_2] = -.91, p < .01$), providing evidence that wage work effort increases along the incongruence line—moving from high entrepreneurial identity and low wage work identity region to high wage work identity and low entrepreneurial identity region. This prediction was also consistent with the response surface in Figure 1.2a, which confirms that wage work effort was higher in the low entrepreneurial identity and high wage work identity incongruence condition in comparison to high entrepreneurial identity and low wage work identity incongruence condition. Thus, Figure 1.2a, shows that wage work effort is higher at the left corner (where $E = 1$ and $W = 7$) than at the right corner (where $E = 8$ and $W = 1$). Therefore, Hypothesis 1a is supported.

Hypothesis 1b predicted that entrepreneurial effort is higher when entrepreneurial identity is higher than wage work identity, compared to when wage work identity is higher than entrepreneurial identity. As shown in the second column of Table 1.3, the slope along the incongruence line (i.e., where $E = -W$) was significant and positive (slope $[b_1 - b_2] = .71, p < .01$), providing evidence that entrepreneurial effort increases along the incongruence line—moving from high wage work identity and low entrepreneurial identity condition to low wage work identity and high entrepreneurial identity condition. This prediction is consistent with the response surface in Figure 1.2b, which confirms that entrepreneurial effort is higher in the high entrepreneurial identity and low wage work identity incongruence condition in comparison to low entrepreneurial identity and high wage work identity incongruence condition. Thus, Figure 1.2b, shows that entrepreneurial effort is higher at the right

corner (where $E = 8$ and $W = 1$) than at the left corner (where $E = 1$ and $W = 7$). Therefore, Hypothesis 1b is supported.

Insert Figure 1.2a and 1.2b About Here

Hypothesis 2a predicted that wage work effort is higher when wage work and entrepreneurial identities are in agreement at a lower level than at a higher level. As shown in the first column of Table 1.3, the slope along the congruence line ($E = W$) was significant and negative (slope $[b_1 + b_2] = -.20, p < .05$). The response surface in Figure 1.2a also shows that wage work effort is higher in the low–low identity congruence condition in comparison to the high–high identity congruence condition. Thus, Figure 1.2b, shows that wage work effort is higher at the front corner (where $E = W = 0$) than at the rare corner (where $E = W = 7$). Therefore, Hypothesis 2a is supported. Similarly, Hypothesis 2b predicted that entrepreneurial effort is higher when entrepreneurial and wage work identities are in agreement at a lower level than at a higher level. As shown in the second column of Table 1.3, the slope along the congruence line (i.e., where $E = W$) was significant and negative (slope $[b_1 + b_2] = -.31, p < .01$), providing evidence that entrepreneurial effort increases along the congruence line—moving from high wage work identity and high entrepreneurial identity to low wage work identity and low entrepreneurial identity. The response surface in Figure 1.2b also shows that entrepreneurial effort is higher in the low–low identity congruence condition in comparison to the high–high identity congruence condition. Thus, Figure 1.2b, shows that entrepreneurial effort is higher at the front corner (where $E = W = 0$) than at the rare corner (where $E = W = 7$). Therefore, results provide support for Hypothesis 2b.

Insert Figure 1.3 About Here

Finally, I now examine the indirect effects using bias-corrected confidence intervals (BC CI) calculated with 10,000 bootstrap samples. Hypothesis 3 predicted that wage work effort mediates the relationship between the (in)congruence of wage work and entrepreneurial identities and (a) wage work performance and (b) entrepreneurial performance. Results supported Hypothesis 3, as the indirect effect of the interplay between entrepreneurial identity (E) and wage work identity (W) on (a) wage work performance (indirect effect = .15 (95% BC CI = [.10, .20]) and (b) entrepreneurial performance (indirect effect = -.07 (95% BC CI = [-.11, -.02]) via wage work effort were significant. Hypothesis 4 also predicted a mediation effect with entrepreneurial effort as a mediator for the relationship between the interplay of wage work and entrepreneurial identities and (a) wage work performance and (b) entrepreneurial performance. The mediation analysis also supports Hypothesis 4, as the indirect effect of the interplay of entrepreneurial identity and wage work identity with (a) wage work performance (indirect effect = .08 (95% BC CI = [.05, .11]) and (b) entrepreneurial performance (indirect effect = -.16 (95% BC CI = [-.19, -.13]) via entrepreneurial effort were significant. Results for the indirect effects are shown in Table 1.4 (also see Figure 1.3 for direct effects).

Insert Table 1.4 About Here

ESSAY 1 DISCUSSION

The current study advances multiple identity research by suggesting a more complex approach that considers identity congruence in hybrid entrepreneurs' levels of identity (wage work and entrepreneurial identities) as another factor that is critical

for work outcomes beyond each role's identity. I integrated insights from role identity theory (Stryker & Burke, 2000) and self-regulation theories of resource allocation (Kanfer & Ackerman, 1989; Beck & Schmidt, 2012; Schmidt & DeShon, 2010) and used polynomial regression and response surface methodology to explore the notion of dual identity congruence among hybrid entrepreneurs. In support of the study's theorizing, the results demonstrate that hybrid entrepreneurs report higher levels of wage work effort when they identify with their employee role and higher entrepreneurial effort when they identify with their entrepreneurial role respectively. Results also show that compared to when both identities are congruent at high levels, wage work and entrepreneurial effort are high when both identities are congruent at low levels. Wage work and entrepreneurial effort are mediating mechanisms through which the interplay between wage work and entrepreneurial identities affect both wage work and venture outcomes (performance). The study of dual identity congruence has positive implications for hybrid entrepreneurs, their venture partners and wage work supervisors.

Theoretical implications

First, this study proposes a cross-organizational hypothesis between wage work and venture work, suggesting that high identity with wage work has implications for venture work and vice versa. Specifically, I examined how wage work identity influences hybrid entrepreneurs' effort and performance in both wage work and venture work. I also examined how entrepreneurial identity influences hybrid entrepreneurs' effort and performance in both wage work and venture work. Examining how multiple roles affect each other is important because career development has become more "boundaryless" (Arthur et al., 2005; Eby et al., 2003). Traditionally, careers have been conceived to unfold in a single organizational setting.

However, changes in career mobility have led to dramatic changes in how employees relate to their organization and eroded the traditional single organization-based career (Bravo, Seibert, Kraimer, Wayne, & Liden, 2017). Careers now transcend various boundaries including physical and psychological, and this has important implications on how career outcomes are assessed, making the examination of multiple work role identities important.

Second, I extend research and theory on identity congruence experience in the organizational context (Foreman & Whetten, 2002). Some studies have examined identity congruence in different ways. For instance, Foreman and Whetten (2002) studied identity congruence by examining the congruence between current versus ideal identities, while Qin et al. (2018) examined the congruence between an individual's identity and that of a significant other. In both studies, different levels of identity congruence were found to be critical predictors of affective and continuance commitment (Foreman & Whetten, 2002) and supervisor negative sentiments toward subordinates (Qin et al., 2018). The current study's perspective on identity congruence experience extends beyond these existing research (Foreman & Whetten, 2002; Qin et al., 2018) in that it examines the congruence of concurrent identities being experienced by hybrid entrepreneurs on wage work and entrepreneurial outcomes. This is made possible by the hybrid entrepreneurship context, which allows for the examination of two identities being "intrapsychically" experienced by a single hybrid entrepreneur and how interactions between them affect effort and performance (Ramarajan, 2014). This is very important as such investigations provide important empirical and theoretical insights.

Third, this study advances multiple identity research by adopting a more complex approach that considers congruence in hybrid entrepreneurs' wage work and

entrepreneurial identities as an additional factor that is important for wage work and entrepreneurial outcomes beyond simply the average level of role identity experienced. I drew from role identity theory (Stryker & Burke, 2000) and self-regulation theories of resource allocation (Beck & Schmidt, 2012; Schmidt & DeShon, 2010; Kanfer & Ackerman, 1989) and used polynomial regression and response surface methodology to explore the notion of dual identity congruence. In support of my theorizing, the results demonstrate that hybrid entrepreneurs report higher levels of effort in both their wage work and venture roles when they experience lower levels of congruence in wage work and entrepreneurial identities than higher levels. Contrary to what is currently known about the average levels of role identification (Bagger, Li, & Gutek, 2008; Capitano, DiRenzo, Aten, & Greenhaus, 2017; Mitchell & Boyle, 2015; Thoits, 2012, 2013), I found that high role identity is not always better for an individual. In fact, the results revealed that situations in which individuals are associated with two roles, identifying highly is worse than identifying lowly with both roles. Thus, this study contributes to research on the relationship between multiple identities and work outcomes by offering new insights regarding how dual identities influence hybrid entrepreneurs' outcomes when one takes into account both wage work and entrepreneurial identity (Ramarajan et al., 2017).

Indeed, the findings of the study suggest that when multiple identities are activated simultaneously, hybrid entrepreneurs' ability to self-regulate may be impaired. According to self-regulation theories of resource allocation perspective (Kanfer & Ackerman, 1989; Beck & Schmidt, 2012; Schmidt & DeShon, 2010), hybrid entrepreneurs should regulate their personal resources to the role they highly identify with (Kanfer & Ackerman, 1989). However, in a situation where they highly identify with two or more roles, this self-regulatory ability may be compromised (Thau

& Mitchell, 2010). High identity comes with a high need to engage in role-relevant behaviors (Stryker, 1989; Stryker & Burke, 2000). Given that engaging in role-relevant behaviors requires the use of personal resources, concurrent identification with multiple roles can be challenging for hybrid entrepreneurs. This situation can drain hybrid entrepreneurs' personal resources and impair their ability to effectively regulate and allocate personal resources (Yang, Johnson, Zhang, Spector, & Xu, 2013).

Finally, the current study demonstrates the mediating role of effort in linking hybrid entrepreneurs' wage work and entrepreneurial work congruence/incongruence in identity to important work outcomes. By this, I posit the exertion of effort as a self-regulatory mechanism for explaining the negative and positive effects of work role identities. This integration of the role identity theory (Stryker & Burke, 2000) and self-regulation of resource allocation (Kanfer & Ackerman, 1989) literatures enhance our understanding of why different levels of identity congruence and different patterns of identity incongruence are associated with effort, which subsequently influences both wage work and entrepreneurial performance. Specifically, the findings demonstrate a complex set of scenarios in which congruence or incongruence in hybrid entrepreneurs' wage work and entrepreneurial identities may facilitate (or harm) their exertion of effort in wage work and entrepreneurial tasks, which then influences varied levels of performance outcomes.

Practical implications

In addition to the theoretical implications discussed above, the findings also have implications for practice. First, practically, it is impossible for individuals to do away with multiple identities (Ramarajan et al., 2017), as such hybrid entrepreneurs should be aware of their dual-career identities and practice identity management (Caza, Moss, & Vough, 2018; Pratt & Foreman, 2000). I found in this study that when one

identity is higher than the other, the role with higher identity gains while the role with lower identity loses. Moreover, when both identities are high rather than low, it negatively affects effort in both roles and subsequently affects wage work and entrepreneurial performance. Such negative consequences erode the benefits that could be realized from having multiple identities. Several identity management tactics have been proposed by previous research including compartmentalization, deletion, integration, and aggregation (Pratt & Foreman, 2000). In particular, identity integration and aggregation have been found to be very effective (Caza et al., 2018). Identity integration is when one attempts to blend multiple identities into a unique new whole, while identity aggregation “attempts to retain all identities while forging links between them” (Pratt & Foreman, 2000: 32). These two identity management tactics seek to find the synergy or how coordination can be created between identities. As hybrid entrepreneurs become more experienced in managing their two identities, they may become better at dealing with the negative consequences of dual identities found in this study.

Second, at the wage work level, it may be important for supervisors to identify those employees who are hybrid entrepreneurs and are experiencing low wage work identities. The results of the current study showed that this occurred for hybrid entrepreneurs who had incongruent levels of identities (specifically, higher levels of entrepreneurial identity than their wage work identity). Supervisors’ use of identification-enhancing interventions (van Knippenberg & van Schie, 2000) may be particularly important for these individuals. Supervisors use of supportive supervisor behaviors such as providing instrumental support and activities that increase employees’ need for affiliation at work can improve hybrid entrepreneurs’ wage work identity-eliciting abilities (Hall, Schneider, & Nygren, 1970; van Knippenberg & van

Schie, 2000). Given that higher wage work identity and lower entrepreneurial identity enhanced wage work effort, this intervention is very important. Entrepreneurial partners may also use identification-enhancing interventions to improve hybrid entrepreneurs' identification-eliciting abilities (van Knippenberg & van Schie, 2000). However, there is a caveat. Given that role-specific effort and performance are high when one identity higher than the other, it is understandable that both wage work supervisors and entrepreneurial partners will engage in tactics to enhance hybrid entrepreneurs' identity with either wage work or the venture. This can lead to a situation where both wage work and entrepreneurial identities are high, yet the result from the current study shows that such a situation has negative consequences for outcomes in both roles. As such, hybrid entrepreneurs should monitor their identity processes and practice identity management tactics and when both wage work and entrepreneurial identities are high.

Third, given the importance of identity and identification in management research and practices, a comprehensive understanding of employees' multiple identities is critical in using identities in managerial decisions. The world of work has changed considerably in recent times (Arthur et al., 2005; Bravo et al., 2017), with individuals having multiple work roles and multiple work role identities at the same time. Managers wishing to reap the benefits associated work role identity of their employees should be aware that there is a greater possibility of having employees who may identify with more than one work role. Similarly, entrepreneurial partners should be mindful when making a choice of a business partner. Some choice of partners may have other employee jobs and as indicated in the findings of this study, one work role identity cannot be used in judging individuals' work effort and performance when they indeed have more than one work role. In such a situation, all work roles and the level

of identity with each role must be considered. Thus, for both managers and entrepreneurial partners, a comprehensive understanding of both wage work and entrepreneurial identities of hybrid entrepreneurs is crucial, with implications for judging the consequences of work role identities.

Limitations and Suggestions for Future Research

Despite the contributions of this study, this study has some limitations, which might be addressed through further research. The first limitation is that the data were collected only in Ghana; the extent to which the theories and results apply to other cultural contexts and populations is unknown. While research from such an underrepresented area is of huge merit, several factors of the Ghanaian context might hinder the generalizability of the study's findings in other contexts. For instance, identity levels may vary across cultures (Erez & Earley, 1993; Farmer et al., 2003). Ghana is classified as a collectivist country (Hofstede, 1991; Takyi-Asiedu, 1993). In collectivist cultures, maintaining a positive self-concept in the eyes of others is important (Dierdorff, Bell, & Belohlav, 2011; Shamir, 1990). This may influence how hybrid entrepreneurs identify with either wage work or entrepreneurial work depending on which will boost their self-concept in the eyes of others. It is possible that in western individualistic cultures, the findings may not apply as much. Another possible constraint of results generalizability is the economic fabric of Ghana. Unlike many western countries, Ghana is a developing nation with a very difficult labor market (Affum-Osei, Asante, Forkouh, Aboagye, & Antwi, 2019). The difficulties in the labor market translate into lower salaries, which can push people to consider entrepreneurship to supplement their income. This can have a severe negative impact on their entrepreneurial identity. Additional research could address these limitations

by comparing findings based on data from both Ghana and other individualistic cultures or developed countries.

Another limitation relates to the scope of my model. Although this study focused on work effort and performance because of their relationship to role identity theory (e.g., Burke & Reitzes, 1981; Ramarajan et al., 2017), other outcome variables are also possible. For example, identity is related to a range of outcomes (Ramarajan, 2014), such as engagement in extra-role behaviors (Blader & Tyler, 2009) and commitment (Meyer, Becker, & van Dick, 2006). Identity has also been tied to turnover (Abrams, Ando, & Hinkle, 1998; Madera, King, & Hebl, 2012) and creativity (Swann, Kwan, Polzer, & Milton, 2003). Thus, the study's juxtaposition of identity congruence and incongruence may also apply to such outcomes, and future research could examine the possibility of levels of identity influencing them.

Moreover, identity can be conceptualized in different ways. Generally, identities have been conceptualized in relation to the particular roles individuals play in society, their membership of specific groups in society, and in relation to having specific personal qualities that make them unique (Stets & Serpe, 2013). The current study focused on only the identities derived from the particular work roles hybrid entrepreneurs play in society. Yet it is possible that identity derived from their membership of a groups such as work group at the wage work or entrepreneurial teams could be the driving force behind their effort and performance (Fauchart & Gruber, 2011). This is also true for identity derived from having peculiar characteristics that set hybrid entrepreneurs apart (Aguilar, Brañas-Garza, Espinosa, & Miller, 2010). Future research is needed to address this limitation by examining identities originating from hybrid entrepreneurs' personal characteristics or those originating from their association to a work group.

Finally, my operationalization of performance was at the individual hybrid entrepreneurs' level. However, as an entrepreneur, it is possible his/her entrepreneurial identity will have an impact on the success or otherwise of the entire venture (Bingham, Gibb Dyer, Smith, & Adams, 2011; Fauchart & Gruber, 2011; Mmbaga et al., 2020). Although the results supported my primary assertion that higher entrepreneurial identity is beneficial for entrepreneurial effort and subsequent performance, research able also to assess the impact of higher entrepreneurial identity (versus lower wage work identity) on venture outcomes like growth, profitability or sales could extend this study's findings.

Conclusion

The current study extends research on role identity by drawing on a unique hybrid entrepreneurial context that has received little research attention. I explored how different levels of wage work and entrepreneurial identities influence effort and performance in hybrid entrepreneurs' two work roles. Results show that higher identity in one role leads to better outcomes for that role. Results further show that when both wage work and entrepreneurial identities are low, outcomes are better than when they are high. Thus, while identity in a single domain is good, findings from this study show that more than one strong identity could lead to detrimental effect. The present study offers some new insights, as well as avenues for further investigations in this field.

TABLE 1.1: Demographic Characteristics of Interview Participants

Interviewee #	Gender	Education	Wage Work	Wage Work Employer	Entrepreneurial Work	Mode of Interview
1	Female	Masters	Teacher	Government	Dressmaking	face to face
2	Female	Bachelors	Teacher	Government	Fashion retailing	face to face
3	Male	Bachelors	Teacher	Government	Internet services	face to face
4	Female	Bachelors	Teacher	Government	Fashion retailing	face to face
5	Male	Masters	Teacher	Government	Publishing/Food retailing	face to face
6	Female	Bachelors	Teacher	Government	Jewelry retailing	face to face
7	Male	Bachelors	Teacher	Government	Farming	face to face
8	Male	Diploma	Nurse	Government	Electronic gadgets retailing	face to face
9	Female	Diploma	Midwife	Government	Makeup artist	face to face
10	Female	Diploma	Nurse	Government	Home appliances retailing	face to face
11	Male	High School Certificate	Forklift operator	Private	Manufacturing	Phone
12	Female	Bachelors	Teacher	Government	Makeup artist	Phone
13	Male	Bachelors	Teacher	Government	Fashion retailing	Phone
14	Female	Bachelors	Insurer	Private	Fashion retailing	face to face
15	Female	Bachelors	Insurer	Private	Fashion retailing	face to face
16	Male	Bachelors	Insurer	Private	Photography/Video studio	face to face
17	Male	Bachelors	Teacher	Government	Farming	Phone
18	Female	Masters	Teacher	Government	Fashion retailing	Phone
19	Female	Masters	Civil servant	Government	Exporter of coconut shell/hardwood charcoal	Phone
20	Female	Masters	Banker	Private	Makeup artist	face to face
21	Male	Bachelors	Civil servant	Government	Event Management	face to face
22	Female	PhD	Lecturer	Government	Manufacturing	face to face

TABLE 1.2: Descriptive Statistics and Correlations among Study Variables

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11
1. Age	35.89	7.42											
2. Gender ^a	0.54	0.50	.06										
3. Entrepreneurial Experience	7.17	3.41	.32**	.15**									
4. Wage Work Tenure	8.24	4.97	.43**	.12*	.69**								
5. Education ^b	0.87	0.33	.16**	.11*	.11*	.13*							
6. Wage Work Identity	3.22	1.53	.12*	.04	.05	.06	-.01	.86					
7. Entrepreneurial Identity	3.65	1.79	.01	.06	.06	-.003	.14*	-.25**	.88				
8. Wage Work Effort	4.81	1.57	.07	-.12*	-.03	.05	-.03	.36**	-.46**	.91			
9. Entrepreneurial Effort	5.11	1.48	.02	-.10	-.08	-.09	.05	-.47**	.24**	-.32**	.91		
10. Wage Work Performance	4.89	1.41	.04	-.07	-.001	.03	-.05	.43**	-.60**	.61**	-.44**	.92	
11. Entrepreneurial Performance	5.06	1.30	-.06	-.05	-.03	-.05	.08	-.63**	.32**	-.39**	.66**	-.54**	.91

Note: $N = 327$. Cronbach's alpha coefficients are shown in boldface on the diagonal.

^a Gender: 1 = male; 0 = female.

^b Education: 1 = bachelor's degree and above; 0 = otherwise.

[†] $p < .10$; * $p < .05$; ** $p < .01$.

TABLE 1. 3: Results from Polynomial Regressions and Response Surface Analysis

Outcome = $b_0 + b_1(E) + b_2(W) + b_3(E^2) + b_4(E \times W) + b_5(W^2) + e$		
	Wage Work Effort	Entrepreneurial Effort
<i>Control Variables</i>		
Age	.01 (.01)	.02* (.01)
Gender	-.30* (.14)	-.25 [†] (.14)
Entrepreneurial Experience	-.03 (.03)	-.02 (.03)
Wage Work Tenure	.02 (.02)	-.02 (.02)
Education	.20 (.22)	.09 (.22)
<i>Polynomial Terms</i>		
b_1 Entrepreneurial Identity (E)	-.56** (.06)	.20** (.06)
b_2 Wage work Identity (W)	.36** (.07)	-.51** (.07)
$b_3 E^2$.19** (.04)	-.06 [†] (.04)
$b_4 E \times W$.12** (.03)	.03 (.03)
$b_5 W^2$	-.04 (.04)	.07 [†] (.04)
<i>Response Surface</i>		
Congruence line ($E = W$)		
Slope ($b_1 + b_2$)	-.20*	-.31**
Curvature ($b_3 + b_4 + b_5$)	.27**	.03
Incongruence line ($E = -W$)		
Slope ($b_1 - b_2$)	-.91**	.71**
Curvature ($b_3 - b_4 + b_5$)	.04	-.03
R^2	.37	.28

Note: $N = 327$. Unstandardized regression coefficients are reported, with standard errors in parentheses.

For coding of dummy variables, see Table 1.

[†] $p < .10$; * $p < .05$; ** $p < .01$.

TABLE 1. 4: Results from Tests of Direct and Indirect Effects of Congruence/Incongruence in Role Identity on Wage Work and Entrepreneurial Outcomes

Variables	Mediator (Path α)	Wage Work Performance	Entrepreneurial Performance
Coefficient of the block variable (i.e., direct effect of (in)congruence on Wage Work Effort [path α])	.60**	1.16**	-1.07**
Coefficient of Wage Work Effort (Path β)		.25**	-.11**
Indirect effect of congruence via Wage Work Effort ($= \alpha\beta$)		.15	-.07
95% bootstrapped confidence intervals for the indirect effect		.10, .20	-.11, -.02
Coefficient of the block variable (i.e., direct effect of congruence on Entrepreneurial Effort [path α])	-.40**		
Coefficient of Entrepreneurial Effort (Path β)		-.20**	.39**
Indirect effect of congruence via Entrepreneurial Effort ($= \alpha\beta$)		.08	-.16
95% bootstrapped confidence intervals for the indirect effect		.05, .11	-.19, -.13

Note: $N = 327$. Unstandardized regression coefficients are reported, with standard errors in parentheses. Bootstrap sample size = 10,000.

FIGURE 1. 1: Theoretical model. T1HE = rated hybrid entrepreneurs at Time 1; T2HE = rated by hybrid entrepreneurs at Time 2; T3EP = rated by venture partners at Time 3; T4WS = rated by wage work supervisors at Time 4.

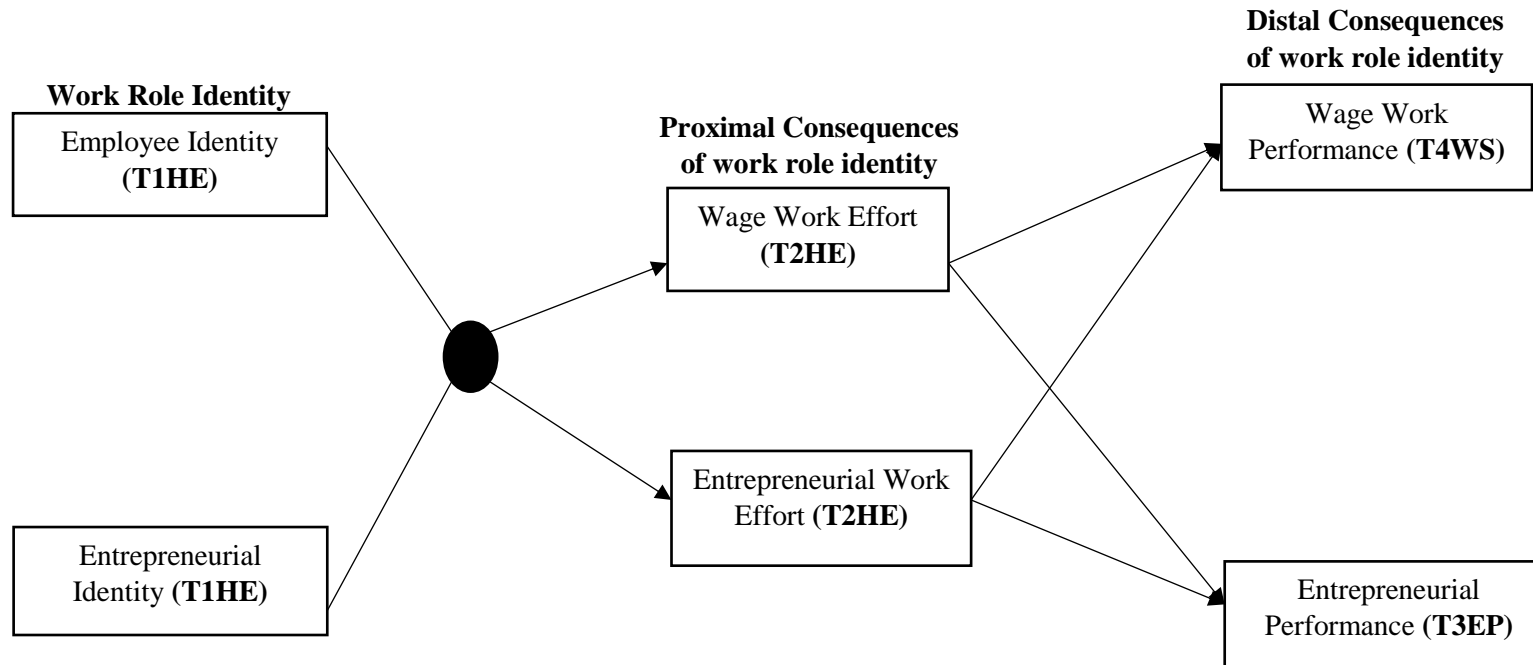


FIGURE 1. 2: Responses surfaces for identity congruence on wage work effort and entrepreneurial effort respectively

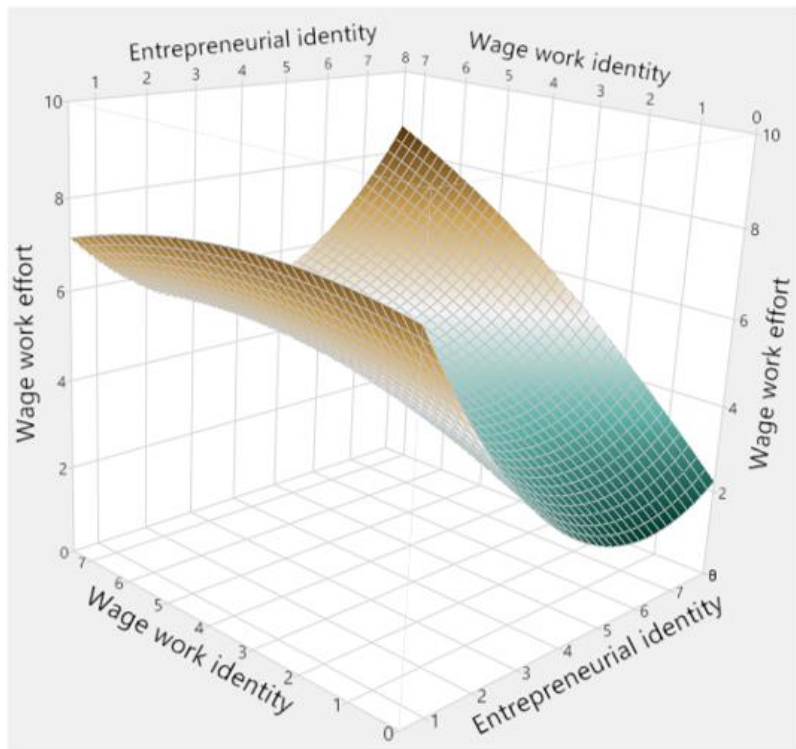


Figure 1.2a: Wage work and entrepreneurial identity congruence predicting wage work effort

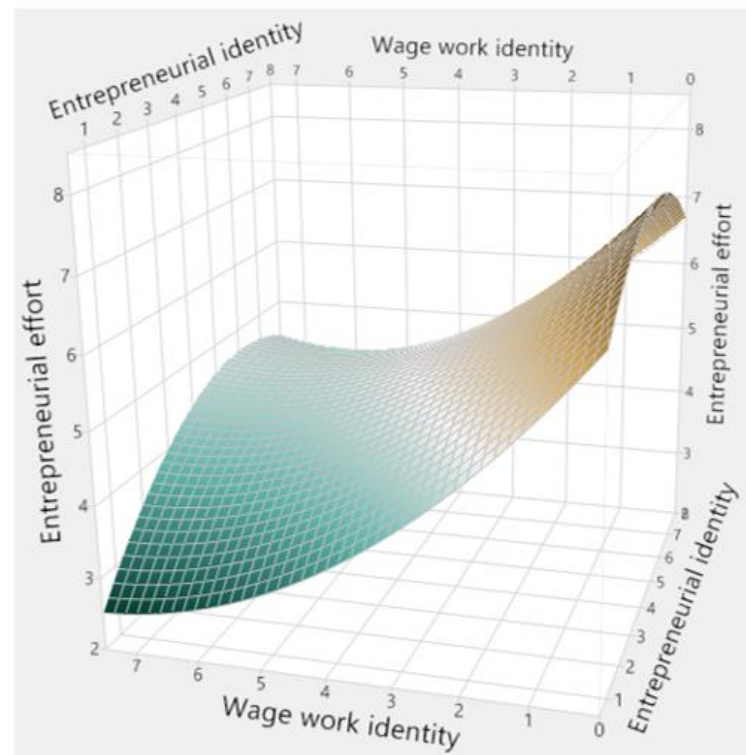


Figure 1.2b: Wage work and entrepreneurial identity congruence predicting entrepreneurial effort

FIGURE 1. 3: Theoretical Model and Estimated Unstandardized Coefficients

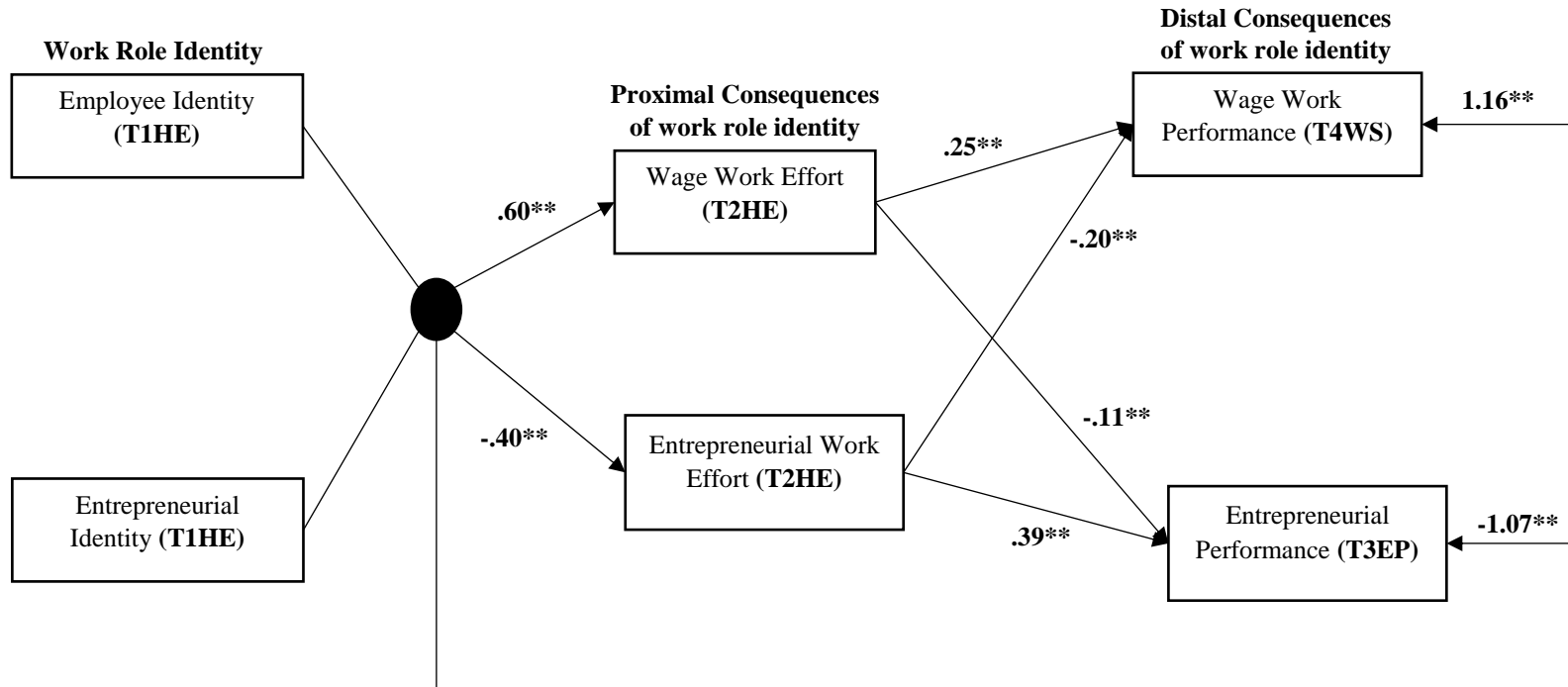


TABLE 1.1: Summary of Hypotheses

Hypotheses	Supported	Not supported
Hypothesis 1a: Wage work effort is higher when wage work identity is higher than entrepreneurial identity, compared to when entrepreneurial identity is higher than wage work identity.	✓	
Hypothesis 1b: Entrepreneurial effort is higher when entrepreneurial identity is higher than wage work identity, compared to when wage work identity is higher than entrepreneurial identity.	✓	
Hypothesis 2a: Wage work effort is higher when wage work and entrepreneurial identities are in agreement at a lower level than at a higher level.	✓	
Hypothesis 2b: Entrepreneurial effort is higher when entrepreneurial and wage work identities are in agreement at a lower level than at a higher level.	✓	
Hypothesis 3a: Wage work effort mediates the relationship between identity congruence/ incongruence and wage work performance.	✓	
Hypothesis 3b: Wage work effort mediates the relationship between identity congruence/ incongruence and entrepreneurial performance.	✓	
Hypothesis 4b: Entrepreneurial effort mediates the relationship between identity congruence/ incongruence wage work performance.	✓	
Hypothesis 4b: Entrepreneurial effort mediates the relationship between identity congruence/ incongruence entrepreneurial performance.	✓	

A BRIDGE

Essay 1 has thus far elucidated from a role identity perspective (Burke & Stets, 2009) how hybrid entrepreneurs' involvement in venture work can impact them in both their wage work and venture roles. From this study, we know that different levels of hybrid entrepreneurs' work role identities can determine their effort and performance in both roles. Specifically, when entrepreneurial identity is high, effort and performance in the entrepreneurial role is high. Similarly, when wage work identity is high, effort and performance in the wage work role is high. However, effort and performance in both roles is low when wage work and venture role identities are high rather than low. Although these findings represent an important contribution to the literature regarding how involvement in venture activities affects one's job, they are limited in explaining how coworkers are affected.

However, research shows that an individual's experiences can crossover to affect other people (Carlson et al., 2011; Westman, 2001). There is evidence of how stress and work resources crossover from job incumbents to their partners (Carlson, Thompson, Crawford, & Kacmar, 2019). Therefore, it is possible for hybrid entrepreneurs' venture experience to crossover to their wage work colleagues. Thus, both positive and negative venture experiences of hybrid entrepreneurs can also have an impact on their wage work colleagues. Drawing on relational identity theory (Sluss & Ashforth, 2007), Essay 2 addresses this limitation. Essay 2 examines how venture experiences can crossover from hybrid entrepreneurs to their team members at the wage work. It specifically examines how both positive and negative venture experiences affect how team members' relational identification and their subsequent exchange relations with hybrid entrepreneurs. It further examines how the exchange relations of team members affect hybrid entrepreneurs' work outcomes in both roles.

ESSAY 2

**Cross-role enrichment and conflict: Examining how hybrid
entrepreneurs' venturing experiences affect relationships with wage work team
members**

ABSTRACT

Engaging in venture activities might affect the effectiveness of hybrid entrepreneurs in their wage work role. It is possible that they may be exposed to resources in their venture work, which will benefit their wage work, thus making them more effective. On the contrary, the venture work may conflict with the wage work and make them less effective in their wage work. Research suggests that these entrepreneurial experiences can crossover to affect wage work team members. Drawing on the relational identity theory, I examine how the enrichment or conflict hybrid entrepreneurs bring to their wage work teams influence team members' relational identification with hybrid entrepreneurs and subsequently affect the exchange relations between the team members and the focal hybrid entrepreneurs. I further examine how these exchange relations influence hybrid entrepreneurs' wage work, entrepreneurial work, and identity outcomes. Using a multi-wave and a multi-source data from 327 hybrid entrepreneurs and their wage work supervisors as well as 788 wage team members, I found that enrichment from the venture enhances team members' relational identification with hybrid entrepreneurs and leads them to exhibit more psychosocial support but less social undermining towards hybrid entrepreneurs. However, conflict from the venture negatively affects team members' relational identification with hybrid entrepreneurs and leads them to exhibit less psychosocial support but more social undermining towards hybrid entrepreneurs. I also found that psychosocial support towards hybrid entrepreneurs related positively to hybrid entrepreneurs' OCB, wage work vitality, entrepreneurial work vitality, entrepreneurial career optimism, identity harmony but negatively related to identity conflict. On the other hand, social undermining towards hybrid entrepreneurs related positively to turnover intention, identity conflict but negatively related to wage work vitality. Relational identification, psychosocial support and social undermining provided interesting serial mediation effects for the relationship between the transfer of venture experiences and hybrid entrepreneurs' wage work, entrepreneurial and identity outcomes. This study provides a new angle for examining workplace relationships and its consequence.

Keywords: cross-role enrichment, cross-role conflict, psychosocial support, social undermining

Cross-role enhancement and conflict: Examining how hybrid entrepreneurs' venturing experiences affect relationships with wage work team members

Just like how experiences in nonwork activities affect work outcomes, having a side business might have a number of implications for hybrid entrepreneurs' work outcomes (Marshall et al., 2019). Evidence from individuals holding multiple jobs indicates that side businesses can either enrich or harm wage work outcomes (Barnett, 1998; Haas, 1999; Sessions, Nahrgang, Vaultont, Williams, & Bartels, 2021; Sliter & Boyd, 2014). On the one hand, some scholars have stressed the possible dangers of employees engaging in additional income-generating activity alongside full-time jobs by arguing that because employees have finite resources, engaging in another activity could be detrimental (Barnett, 1998; Haas, 1999). This has led some organizations to explicitly prohibit multiple job holding in their employment contracts (Lussier & Hendon, 2018). Further, others argue that engaging in another income-generating activity may conflict with full-time work performance. As such, the predominantly held belief is that holding multiple jobs is a distraction that harms full-time work performance (Rodell, 2013). This unanimity about the negative effects of extra income activities suggests to employers and employees that engaging in income-generating activity alongside full-time work is detrimental to the successful performance of full-time work (Sessions et al., 2021).

However, some scholars have challenged these views by arguing that holding multiple jobs can be enriching for the full-time role. For instance, Sessions et al. (2021) proposed and found that engaging in a *side-hustle*, or an income-generating activity performed alongside wage work can generate psychological empowerment that can spillover and enrich wage work performance. They ground their spillover proposition in role enrichment theory (Greenhaus & Powell, 2006), which posits that the

psychological resources obtained in one role can be transferred to another role. Additionally, engaging in part-time entrepreneurship in addition to full-time wage employment was found to increase innovative behaviors in the employee role (Marshall et al., 2019). Table 2.1 presents some of the benefits and costs that may arise from the interactions between work and nonwork activities.

Apart from experiences in one role affecting the same person in another role, research has also found that a person's experiences in one life domain (e.g., work) can crossover to another life domain (e.g., family) and affect other people in that environment (Carlson et al., 2011; Westman, 2001). Such crossovers occur when there is a transmission of experiences from one person that affect the experiences of another person in the same social environment (Bolger et al., 1989). In this study, crossover involves the exploration of how hybrid entrepreneurs' experiences in their venture affect their wage work team members' experiences in the workplace. Research on the crossover of both beneficial and harmful experiences from one person to another is growing; there is evidence of affective experiences of dual-earner couples crossing over from one partner to another from their respective jobs (Song, Foo, & Uy, 2008). There is also evidence of how acquired work resources crossover from job incumbents to their spouses (Carlson et al., 2019). In the present study, I propose a framework that integrates research from work–nonwork interface (Greenhaus & Powell, 2006) into a crossover model (Westman, 2001) that is anchored in relational identity theory (Sluss & Ashforth, 2007).

Hybrid entrepreneurs are not just employees, they are also peers to their wage work team members. As peers, hybrid entrepreneurs are a vital part of the social environment at work to the extent that they can literally define the work environment (Chiaburu & Harrison, 2008; Schneider, 1987). For some team members, hybrid

entrepreneurial peers might exemplify the best teammate, while for others, they might exemplify the worst teammates scenario possible (Chiaburu & Harrison, 2008). Given that almost every employee has coworkers who are partners in relational, social and task interactions (Gordon, 1992), the impact of hybrid entrepreneurs in these interpersonal interactions cannot be overemphasized. Despite the spillover and crossover evidence presented above, researchers still do not adequately understand how the positive and negative experiences hybrid entrepreneurs derive from their venture may affect their interpersonal relationships with wage work team members. Yet, given the abundant spillover and crossover evidence (Carlson et al., 2019; Song et al., 2008), it is plausible for the experiences from the side business to cross over to team members in the social environment at work and thus influence two key indicators of their interpersonal relationship: psychosocial support (Ensher, Thomas, & Murphy, 2001) and social undermining (Duffy, Ganster, & Pagon, 2002) as well as hybrid entrepreneurs' work outcomes.

A comprehensive review of multiple roles research indicates that individuals involved in two or more roles simultaneously might either experience role enrichment or role conflict (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011; Rice, Frone, & McFarlin, 1992; Ruderman, Ohlott, Panzer, & King, 2002). Put simply, for hybrid entrepreneurs, the venture activities may enrich or conflict with their wage work duties. Drawing on cross-role enrichment and conflict research (Allen, Johnson, Kiburz, & Shockley, 2013; Greenhaus & Powell, 2006; Sliter & Boyd, 2014), I distinguish between two types of venture experiences that can be transferred: Entrepreneurship-to-wage work (EW) enrichment and Entrepreneurship-to-wage work (EW) conflict. Based on the role enrichment literature (Greenhaus & Powell, 2006), I define EW enrichment from a crossover perspective as the extent to which hybrid entrepreneurs'

experiences in venture role can be utilized to help team members' role at work. An example of EW enrichment is when because of venture experience, hybrid entrepreneurs are able to come up with innovative ideas about tasks thereby helping team members' work outcomes to be better. On the other hand, I draw from the role conflict literature (Netemeyer et al., 1996) and define EW conflict from a crossover perspective as a situation in which time or strain experienced in the venture interferes with the quality of team members' work output. An example of EW conflict will be when venture work keeps hybrid entrepreneurs away from wage work, thereby giving team members a lot of tasks than usual.

As prior research has shown (Carlson et al., 2019; Ferguson, Carlson, Hunter, & Whitten, 2012), both the positive and negative experiences from the venture can crossover to affect the work experiences of coworkers of the hybrid entrepreneurs. Indeed, Westman (2001) posited that crossover effects can occur through three main mechanisms. They can occur through a direct crossover mechanism, a common stressors mechanism and through an indirect mechanism. Direct crossover usually occurs in an environment where partners share a great part of their lives together; crossover occurs through the common stressors mechanism when there are common stressors in the social environment being shared thereby increasing the strain in both partners. The indirect mechanism of crossover occurs when there is an explanatory mechanism such as a mediating variable in the crossover process.

Work has become more relational, requiring repeated interactions and collaboration between employees (Grant & Parker, 2009; Griffin et al., 2007). As such, it seems obvious that the effect of hybrid entrepreneurs' venturing activities on other employees is very likely. As colleague employees, hybrid entrepreneurs may constantly engage in a task or social interaction with coworkers. Because part-time

entrepreneurship offers individuals the opportunity to learn (Marshall et al., 2019), it is possible that through these interactions, hybrid entrepreneurial may share some of the valuable knowledge and resources they have acquired from their venture with their coworkers. Similarly, coworkers may also come to know when hybrid entrepreneurs are having difficulties with time management (Burmeister-lamp et al., 2012) or come to work depleted and are unable to offer adequate level of help because of venture work.

To understand the process of venture experience transfer, I draw on relational identity theory (Sluss & Ashforth, 2007) and argue that receiving EW enrichment from hybrid entrepreneurs will enhance team members' relational identification with hybrid entrepreneurs and lead to quality relational exchanges between them. However, EW conflict will harm team members' relational identification with hybrid entrepreneurs and lead to poor workplace relationship between them. Further, I argue that the nature of the workplace relationship will in turn have implications for hybrid entrepreneurs' wage work, entrepreneurial and role identity outcomes. According to the relational identity theory (Sluss, & Ashforth, 2007), how role occupants perform their own roles in relation to one another is an important referent for self-definition within an organization. Work role-relationships, referring to the relationship between different work roles can be an important target for relational identification by employees if the relationship between the roles is positive (Gersick, Dutton, & Bartunek, 2000; Sluss & Ashforth, 2008). Given that such role-relationships could be self-defining, any experiences that affect how team members interpret their work role-relations can have a profound impact on their sense of relational identification (Methot, Rosado-Solomon, & Allen, 2018; Petriglieri, 2011). For instance, research has found that transformational leadership behaviors lead to high followers' relational identification

with their leader (Qu et al., 2015; Walumbwa & Hartnell, 2011). Similarly, supervisors' humor positively influences high followers' relational identification with their supervisors (Gkorezis, Petridou, & Lioliou, 2016). However, harmful experiences can damage followers' relational identification (Jolly, Krylova, & Phillips, 2020). Drawing on relational identity theory (Sluss, & Ashforth, 2007), I propose that hybrid entrepreneurs' venture experiences can have a profound impact on how team members consider role-relationships as a central part of their self-concept. The development of relational identification also has implications for workplace relationships (Chang & Johnson, 2010; Sluss & Ashforth, 2007).

To advance our understanding of how team members may react to hybrid entrepreneurs' EW enrichment and EW conflict and how such reactions may affect hybrid entrepreneurs' work outcomes, I draw on relational identity theory (Sluss, & Ashforth, 2007) and argue that once team members' relational identification with hybrid entrepreneurs is enhanced by EW enrichment, they will exhibit high psychosocial support—an expression of positive and friendly affect by team members towards hybrid entrepreneur (Raabe & Beehr, 2003). However, if their relational identification with hybrid entrepreneurs is harmed by EW conflict, team members will exhibit high social undermining—behaviors intended to hinder hybrid entrepreneurs' ability to develop and maintain positive interpersonal relationships at work (Duffy, Ganster, Shaw, Johnson, & Pagon, 2006). I further propose that psychosocial support and social undermining received by hybrid entrepreneurs have implications for their wage work, entrepreneurial work and identity outcomes. My theoretical model is presented in Figure 2.1.

This study makes four important contributions to existing research. First, I extend research on the crossover effect of nonwork experiences on work behaviors by

arguing that hybrid entrepreneurs venturing experiences can crossover to affect other coworkers. Most studies examining work-nonwork interface have mainly focused on how a person's experiences in one life domain affect him/her in another life domain (French, Dumani, Allen, & Shockley, 2018; Greenhaus & Powell, 2006; McNall, Nicklin, & Masuda, 2010). Extension of these spillover effects to a crossover effect has progressed steadily with research examining how experiences of one person in one life domain can crossover to affect another person in another life domain (Sprung & Jex, 2017; Westman & Etzion, 2005). While this is encouraging, most of these studies have predominantly focused on married couples (Bakker et al., 2008; Wayne et al., 2013; Westman & Etzion, 2005), with few exceptions examining parent to child (e.g., Gali Cinamon et al., 2007; Perry-Jenkins & Gillman, 2000) and supervisor to subordinate crossovers (e.g., Carlson et al., 2011). I extend these findings by examining how hybrid entrepreneurs' venture experience affects their team members.

Second, I extend research on multiple jobholders (Folta et al., 2010; Sessions et al., 2021) by providing a more balanced view of how team members evaluate the venture experiences brought to the team and how they react towards hybrid entrepreneurs at work. Although several studies have examined how engaging in income-generating activity alongside a full-time job influences employees' attitudes and behaviors (Campion, Caza, & Moss, 2020; Sessions et al., 2021; Sliter & Boyd, 2014), they have not taken into account the influential role of work colleagues of multiple jobholders. Thus, previous studies have typically examined the effect of focal employees' side-job-related experiences on their full-time job outcomes (Sessions et al., 2021) and neglected coworkers who may play an important role in shaping the outcomes of these experiences. By examining the proposed relationships, this study

contributes to research on multiple jobholding in general (Campion et al., 2020) and hybrid entrepreneurship specifically (Folta et al., 2010).

Third, by simultaneously examining both the positive and negative impacts of engaging in income-generating activity alongside a full-time job, the current study provides empirical evidence of its double-edged effects. Most previous empirical studies have focused either on the positive or negative impacts of side jobs for organizations or the focal individuals themselves (e.g., Marshall et al., 2019). Although the majority of previous research mainly focused on the negative impact of engaging in income-generating activity alongside a full-time job (Betts, 2006; Lussier & Hendon, 2018; Sliter & Boyd, 2014), some research has recently begun to study the positive experiences of such activities on full-time jobs (Marshall et al., 2019; Sessions et al., 2021). Therefore, I supplement these studies on multiple jobholders by empirically exploring both the positive and negative impacts of venturing experiences.

Finally, I extend relational identity theory in two important ways: First, by examining EW enrichment and EW conflict as antecedents of team members' relational identification, I extend the relational identity theory (Sluss, & Ashforth, 2007) from a cross-boundary perspective. To date, only a few studies have examined variables that predict relational identification (Niu et al., 2018). Prior studies have examined variables such as authentic leadership (Niu et al., 2018) and transformational leadership (Qu et al., 2015; Walumbwa & Hartnell, 2011), all of which are within organizational boundaries. However, by examining EW enrichment and EW conflict as antecedents of team members' relational identification, I go beyond organization boundaries and argue that venture experiences can crossover and affect team members' relational identification. By this, I also respond to calls by Sluss, Ployhart, Cobb and Ashforth (2012), p. 968) for researchers to address "the question of what variables may

foster such identification (i.e., relational identification) in the first place.” Second, I extend the relational identity theory (Sluss, & Ashforth, 2007) by theorizing and empirically testing psychosocial support and social undermining as relational identification outcomes through which EW enrichment and EW conflict affect work outcomes. These are two important relational variables that have been found to contribute to the quality of exchange relations between two parties (Duffy et al., 2006; Raabe & Beehr, 2003).

Insert Figure 2.1 about here

THEORETICAL FRAMEWORK AND HYPOTHESES

Relational Identity Theory

Organizational research on identity and identification has mainly focused on how the individual identifies with their team, work unit, or the organization itself (Ashforth & Johnson, 2001; Haslam, van Knippenberg, Platow, & Ellemers, 2003; van Knippenberg & van Schie, 2000). Research on the collective level of identity has yielded a great deal of insights on how individuals relate and define themselves within organizations, however, it limits our understanding of how interpersonal relations influence one's identity and identification in the workplace (Sluss, & Ashforth, 2007). Although, prior research has studied how relationships impacts an individual's development and behavior (e.g., Dutton & Heaphy, 2003; Lord & Brown, 2001; Morrison, 2002; Wrzesniewski, Dutton, & Debebe, 2003), disproportionately less attention has been paid to how one's sense of self-concept might be influenced by role-relations at work (Caza et al., 2018; Chang & Johnson, 2010).

However, understanding how role-relations at work foster relational identification is important. Roles are defined as "sets of behavioral expectations

associated with given positions in the social structure" (Ebaugh, 1988: 18). As a basic building block of organizations, the meaning of a particular role depends on the network of interrelated roles within which it is embedded (Katz & Kahn, 1978; Sluss & Ashforth, 2007). Thus, the role of a leader requires at least the complementary role of one follower. To illustrate, hybrid entrepreneurs carry out their duties—and make meaning of their position at the wage work—in relation to coworkers who occupy other roles such that cooperating and competing with them is inherently relational (Methot et al., 2018). Hence, the meaning of hybrid entrepreneurs' role becomes relevant through "the shared experiences and sensemaking of unique but situated and interdependent individuals" (Sluss & Ashforth, 2007: 12). According to the relational identity theory (Sluss & Ashforth, 2007), individuals may come to define themselves or identify with these role-relationships. The meanings individuals associate with such role-related relationships can influence the extent to which they see the role-related relationships as an extended part of themselves (Sluss & Ashforth, 2007). For example, team members may internalize their role-related relationships with hybrid entrepreneurs as central and distinctive part of their self-concept leading to high relational identification.

In general, research on identity and identification within an organization has increased because of their implication for organizational behavior. Research shows that relational identification enhances self-efficacy and job performance (Walumbwa & Hartnell, 2011), organizational identification (Sluss et al., 2012) and leader-member exchange (Chang & Johnson, 2010). In an effort to predict relational identification, scholars have focused on (1) behaviors and characteristics of people occupying other roles and how that increase identification of the focal employee both during and after organizational entry, such as transformational and authentic leadership, gender as well

as humor (Gkorezis et al., 2016; Niu et al., 2018; Walumbwa & Hartnell, 2011; Zhang, Chen, Chen, Liu, & Johnson, 2014) and (2) organizational practices such as human resource practices and nature of tasks (Methot et al., 2018; Zhang et al., 2014). Although role occupants' behaviors and organizational practices have enhanced our understanding of the process of identification, research has largely neglected the influence of factors outside organizational boundaries (Sluss & Ashforth, 2007). Research has demonstrated that external influences serve a formative and facilitative function in an employees' organizational experience (Marshall et al., 2019; Sessions et al., 2021). However, surprisingly, little is known about how external factors—especially those related to role occupants' activities outside of the workplace— influence employees' relational identification.

In this paper, I use the interpersonal relationship between hybrid entrepreneurs and their team members as a research setting to advance relational identity theory. Drawing on the work-nonwork literature (Michel et al., 2011; Rice et al., 1992; Ruderman et al., 2002), I distinguish between two resources of varying quality that can be transferred from hybrid entrepreneurs' ventures to their wage work team members: EW enrichment and EW conflict. Research from work-family (Greenhaus & Powell, 2006) and work-nonwork (Daniel & Sonnentag, 2014) literatures suggest that while EW enrichment can lead to positive affect at work (Hirschi, Keller, & Spurk, 2019), EW conflict may lead to job stress (Raghuram & Wiesenfeld, 2004). As such, based on the crossover literature (Carlson et al., 2011; Westman, 2001), I argue that EW enrichment will foster the development of relational identification between team members and hybrid entrepreneurs. However, EW conflict will harm the development of relational identification between team members and hybrid entrepreneurs. Moreover, I integrate insights from the social exchange theory (Blau, 1964) to argue

that team members' relational identification will determine the type of social exchange behaviors they engage in towards hybrid entrepreneurs. I posit that relational identification will engender positive work interactions, while discouraging negative work interactions between team members and their hybrid entrepreneurial colleagues.

The social exchange theory (SET) has provided organizational scholars with an important theoretical framework for examining human behavior at work (Cropanzano & Mitchell, 2005; Mitchell, Cropanzano, & Quisenberry, 2012). SET is a broad conceptual paradigm with different views of social exchange (Cropanzano, Anthony, Daniels, & Hall, 2017). Yet, all SET theories share several common features. For instance, according to SET theorists, social exchange entails a series of mutually dependent interactions that create obligations between two parties (Blau, 1964). Another important feature shared by SET theorists is that during the interdependent interactions, resources are exchanged through a process of reciprocity (Gouldner, 1960). The explanatory power of SET has been demonstrated in such diverse areas as tourism (Rasoolimanesh, Jaafar, Kock, & Ramayah, 2015), leadership (Peng, Schaubroeck, & Li, 2014), organizational justice (Konovsky, 2000), psychological contracts (Bordia, Restubog, Bordia, & Tang, 2017; Rousseau, 1995) among others.

In predicting social exchange behaviors, several studies suggest that how individuals define themselves can influence their exchange behaviors with another entity (Brickson, 2000; Flynn, 2005; Sluss & Ashforth, 2007). For instance, Flynn (2005, p. 737) argues that "employees prefer different forms of social exchange because they relate to or identify with one another in different ways." The literature on leader-member exchange research also suggests that leaders may engage in a specific type of exchange behavior as a function of the role-relationship between them and their subordinates (Sluss & Ashforth, 2007; Sparrowe & Liden, 1997). Therefore, I argue

that the type of social exchange behavior team members engage in may be a function of their relational identification with hybrid entrepreneurial colleagues as influenced by experiences from the venture. Moreover, the type of exchange behaviors hybrid entrepreneurs receive from their team members can have an impact on their work outcomes.

Insert Table 2.1 about here

EW Enrichment, EW Conflict and Relational Identification

Increasingly, work is occurring in groups, requiring frequent social interactions and dynamic collaborations (Grant & Parker, 2009; Griffin et al., 2007). Working in groups has become the strategy of choice for firms when dealing with complex and difficult tasks (Mesmer-Magnus & DeChurch, 2009; Salas, Cooke, & Rosen, 2008). Teamwork is also common in situations where task complexity goes beyond the capacity of one person or when several and swift decisions are needed (Salas et al., 2008). As work grows more relational, understanding how venture activities may affect team members' relational identification and subsequent work outcomes of hybrid entrepreneurs seems valuable for at least two reasons: First, research shows that whatever impact the venture has on hybrid entrepreneurs can crossover to affect other colleagues' outcomes at work (Carlson et al., 2011; Song et al., 2008; Westman, 2001). Second, due to their unique situation, team members are likely to engage in social comparisons (Molleman, Nauta, & Buunk, 2007) and reciprocity analysis of hybrid entrepreneurs who are engaging in additional income-generating activity (Chen, Chen, & Portnoy, 2009). These reciprocity analyses can affect how team members treat or react to hybrid entrepreneurs (LePine & Van Dyne, 2001).

Work and nonwork activities are intertwined for many people and especially how work interacts with family roles has received the greatest attention (Hirschi et al., 2019), given that family is the most well-known nonwork role (Greenhaus & Kossek, 2014). However, there are several other nonwork roles besides the family domain (e.g., leisure, business, health) prompting recent advances in work–nonwork research to adopt a wider view (Fisher, Bulger, & Smith, 2009; Greenhaus & Kossek, 2014). A more recent addition to the nonwork role is venture activities. Hybrid entrepreneurs or individuals who combine their full-time jobs with venturing activities have only recently started to receive research attention (Raffiee, & Feng, 2014; Folta et al., 2010). While the venture activity may conflict with the full-time work, it is possible hybrid entrepreneurs might learn some useful experiences that can benefit their full-time work. For example, venture activities take place outside organizational boundaries and supervisor control, therefore, the sense of autonomy in deciding when and how work takes place should offer hybrid entrepreneurs valuable opportunities to obtain practical experiences that benefit full-time work (Sessions et al., 2021). On the other hand, venture activities might deplete personal resources needed for full-time work (Raghuram & Wiesenfeld, 2004).

Prior research has extended these spillover effects from within an individual to a crossover perspective between individuals (Ferguson et al., 2012). The crossover perspective highlights experiences going beyond one person to affect other people in his/her family, work or social environment (Bolger et al., 1989; Westman, 2001). For example, it is possible for partners to report high levels of stress simply because their husbands or wives experience high levels of stress at work (Westman, 2001). In the work-family literature, several work experiences have been found to crossover between partners. For instance, research shows that workload (van Emmerik &

Jawahar, 2006), work-to-family conflict (Ferguson et al., 2012) and workaholism (Bakker, Demerouti, & Burke, 2009) have crossover effects from one partner to the other.

In the present study, I am specifically interested in the crossover effects of venture experiences from hybrid entrepreneurs to their team members at the wage work. To examine the possible positive and negative effects of venture experiences on relational identification at work, I draw on the relational identity theory (Sluss, & Ashforth, 2007). According to the relational identity theory (Sluss, & Ashforth, 2007), roles are important to organizational functioning, prescribing patterns of appropriate behaviors, expectations of role occupants and how role identities should be internalized (Biddle, 1986; Katz & Kahn, 1978). Given that a role comes with expectations, its meaning depends on a web of other roles in which it is embedded (Methot et al., 2018). Thus, team members' roles as colleague employees become meaningful when they consider it in relation to the role of their colleagues (e.g., hybrid entrepreneurial colleagues). Such role-relationships can influence how team members define themselves in the context of their dyadic relationships with hybrid entrepreneurs. This self-definitional process in the context of role-relationships is captured by relational identification (Sluss & Ashforth, 2007).

Drawing on the relational identity theory (Sluss & Ashforth, 2007), I argue that the relational identification of team members can be affected by the nature of venture experience hybrid entrepreneurs bring to work. It is important to note that in addition to the collective level of identity, which has received the most research attention, two other levels of identity exist (i.e., relational and individual) (Brewer & Gardner, 1996). A strong collective identity—although important—cannot determine the nature of individuals' relational identities (Chang & Johnson, 2010). The reality is that, given

the dyadic nature of interpersonal exchanges at work (Graen & Scandura, 1987), relational level of identity may be the most appropriate level when studying team members—hybrid entrepreneur relations. The nature of such relations can lead to the construction of relational identification at work. Relational identification is defined as the extent to which role occupants internalize their enacted roles in relation to others' roles (Sluss & Ashforth, 2007). Given that interpersonal interactions play an important role in shaping people's experiences at work (Gersick et al., 2000; Sluss & Ashforth, 2007), I posit that any factors that affect workplace interactions can affect how individuals internalize or make meaning of work role-relationships.

Because relationships are dynamic and constantly developing, strengthening and even terminating over time (Heaphy et al., 2018), relational identity can be lost, recovered or changed (Conroy & O'Leary-Kelly, 2014; Dutton, Roberts, & Bednar, 2010). Indeed, according to Brickson (2000), some factors can affect or activate a person's identification. This is because identity is "a fragile mechanism whose equilibrium needs constant maintenance and support from the proper environment, and it is quite easy for something to go wrong with it" (Klapp, 1969: 5). As such, relational identification in organizations can be disrupted because of the volatile changes in relational expectations and behavior (Methot et al., 2018; Sluss, van Dick, & Thompson, 2010). Moreover, relationships can be a source of both tangible and intangible resources (Gulati & Srivastava, 2014), and the type of resource has the capacity to alter the meaningfulness individuals attach to role-relation at work (Adler & Kwon, 2002; Robertson, O'Reilly, & Hannah, 2020) and affect how they define themselves in relation to a given role-relationship. Therefore, I argue that the extent to which team members consider their work role-relations with hybrid entrepreneurs as

self-defining can be influenced by the type of resource they receive from hybrid entrepreneurs.

Research from the work-nonwork interface (Carlson et al., 2011; Wayne et al., 2013) suggests that employees' positive experiences in work domains can crossover to enrich others in their social environment. I extend this argument to the hybrid entrepreneurship context and suggest that positive venture experiences can crossover to enrich team members. According to the crossover perspective (Carlson et al., 2011; Wayne et al., 2013), EW enrichment occurs when hybrid entrepreneurs' involvement in venture activities has positive implications for team members' outcomes. As argued above, it is possible for hybrid entrepreneurs' experience with venturing to help team members gain the knowledge needed to make them better employees. For instance, team members can benefit from hybrid entrepreneurs' social capital built as a result of venture activities. Similarly, the success of hybrid entrepreneurs in their venture can be a source of motivation for team members, energizing them to achieve success also. Team members can rely on such resources to improve their effectiveness and efficiency. This line of reasoning is supported by research examining how employees' behaviors including OCB and deviant behaviors can be influenced by other coworkers (Bommer, Miles, & Grover, 2003; Robinson, Wang, & Kiewitz, 2014). Because hybrid entrepreneurs are not obligated or required to supply any resources from their venture, when EW enrichment crosses over to team members, it symbolizes their supportiveness toward team members and may also signal their voluntary desire to help the entire team members achieve their goals. As a result, team members are likely to include their role-relationship with hybrid entrepreneurs their self-concept as long as the relationship supplies them the resources they need to achieve their goal (Aron & Aron, 2000; Sluss et al., 2012). Team members will see EW enrichment as

instrumental resources from hybrid entrepreneurs and as a result will come to see their positive work relationship as central and enduring part of themselves. Therefore, I argue that the more frequently hybrid entrepreneurs transfer EW enrichment to team members, the more likely the team members will see their work relationship with hybrid entrepreneurs as self-defining and critical part of their self-concept. Specifically, I propose that EW enrichment will be related to team members' relational identification with the hybrid entrepreneurs because such resources from the venture help team members achieve their goals.

On the other hand, venturing activities can be harmful to team members' relational identification with the hybrid entrepreneurs if they impede the effective and efficient performance of team members' duties. For example, extensive involvement in venture activities can deplete hybrid entrepreneurs' finite resources and keep them away from wage work and this may give team members a lot of tasks than usual. Apart from workload, team members' work progress can stall when hybrid entrepreneurs are critical players in the chain of activities. This is especially possible when time spent on venturing activities conflict with the time needed for wage work tasks. Indeed, research on work-nonwork conflict (Bakker et al., 2008; Westman & Etzion, 2005) shows that several negative outcomes can arise when family or nonwork activities interfere with work activities including depletion of personal resources (Hirschi et al., 2019). According to the crossover perspective (Bakker et al., 2008; Westman & Etzion, 2005), these negative effects can crossover from one person to another. I argue that negative venturing experiences can crossover to team members and harm the extent to which they see their work role-relationship with hybrid entrepreneurs as an extended part of themselves. As a result, team members are likely to see their role-relationship with hybrid entrepreneurs as a threat to their self-concept as long as the relationship

causes resource constraints and harms their goal achievement (Aron & Aron, 2000; Sluss et al., 2012). Based on the core ideas of relational identity theory (Robertson et al., 2020; Sluss & Ashforth, 2007), unfavorable experiences should negatively relate to team members' relational identification with hybrid entrepreneurs. In particular, the relational identity theory (Sluss & Ashforth, 2007) suggests that identity is a gauge of role-relationship equilibrium (Jolly et al., 2020). As such, when hybrid entrepreneurs transfer experiences that are unfavorable, team members may feel their role-relationship is not balanced, thereby negatively affecting the meaning they attach to it (Jolly et al., 2020; Petriglieri, 2011). Such unfavorable venture experiences should negatively affect how team members internalize the meanings attached to their role-relationship with the hybrid entrepreneurial colleague. Specifically, I argue that EW conflict will negatively relate to team members' relational identification with the hybrid entrepreneurs because such experiences from the venture cause resource strain and impede team members from achieving their goals.

These arguments have been supported by extant identity and identification research (Methot et al., 2018). That is, positive treatment is usually associated with high relational identification while negative treatment harms identification between two entities. For instance, Gkorezis et al. (2016) found that leaders' humor facilitates subordinates' relational identification. Similarly, transformational and authentic leader behaviors enhance subordinates' relational identification (Niu et al., 2018; Walumbwa & Hartnell, 2011). On the other hand, any thought, feeling, action, or experience that threatens how individuals internalize their work role-relationships can negatively affect relational identification (Breakwell, 1983; Petriglieri, 2011). For instance, according to Petriglieri (2011), when individuals encounter any experience considered as an identity threat, they can change the meaning associated with the particular

identity or completely exit the identity. Therefore, I argue that EW enrichment will positively relate to team members' relational identification, while EW conflict will negatively relate to it. Taken together, I expect team members to have a strong relational identification with hybrid entrepreneurs when venture activities end up enriching their work. However, negative outcomes of venturing on team members' work should lead to a weaker relational identification given that EW conflict derails the progress of team members.

Relational Identification and Team Members' Exchange Behaviors

The level of team members' relational identification with hybrid entrepreneurs should have implications for the type of exchange relations between them. To examine the possible effects of relational identification on interpersonal relationships and exchanges at work, I integrate the SET (Blau, 1964) with the relational identity theory (Sluss & Ashforth, 2007). According to the SET (Cropanzano & Mitchell, 2005), interpersonal exchanges can be in two forms: either economic or social exchanges. Economic exchange, which describes a short-term, tit-for-tat relationship usually involves the exchange of tangible or material resources. In contrast, social exchange is a subjective, relationship-based interaction between two parties involving the exchange of socio-emotional resources. Moreover, social exchange involves mutual trust, which has a long-term focus and an open-ended obligation for parties (Blau, 1964; Lavelle, Rupp, & Brockner, 2007). Unlike individuals in economic exchange relationships, those in social exchange relationships are likely to have a strong identification with their organization or any entity they are engaged with (Rupp & Cropanzano, 2002). Thus, compared to economic exchange relationships, high-quality social exchange relationships tend to strongly motivate workers to exhibit behaviors

with positive outcomes for the organization or the other party they are engaged with (Rhoades, Eisenberger, & Armeli, 2001).

Psychosocial support and social undermining are two important indicators of social exchange relationships. Psychosocial support refers to the provision of friendship and acceptance and counselling a colleague (Allen, Eby, Poteet, Lentz, & Lima, 2004). This type of support is affective in nature and is targeted at the emotional well-being and personal growth of individuals (Tharenou, 2005). Antecedents of psychosocial support have been studied heavily in mentoring research. According to this line of research, the quality of the relationship between a mentor and a protégé can determine the extent to which psychosocial support is provided (Allen, Poteet, Russell, & Dobbins, 1997). Social undermining on the other hand refers to “behavior intended to hinder, over time, one’s ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation” (Duffy et al., 2002: p. 332). Social undermining is an intentional behavior designed to weaken its target’s ability to gradually form positive interpersonal relationships (Duffy et al., 2006). Social undermining is a negative form of relationship and several factors have been found to influence this type of behavior. For instance, Eissa and Wyland (2016) found that when there is relationship conflict between employees, it can lead to social undermining. Bottom-line mentality, which involves only thinking about how to secure bottom-line outcomes, has also been found to influence social undermining (Greenbaum, Mawritz, & Eissa, 2012).

Judging from the arguments of relational identity theory (Sluss & Ashforth, 2007), team members’ relational identification should reliably be a positive and negative predictor of psychosocial support and social undermining towards hybrid entrepreneurs, respectively. Team members who identify at the relational level with

hybrid entrepreneurs should engage in social exchange behaviors that consider the interests of hybrid entrepreneurs (Cropanzano et al., 2017). Such team members are not self-interested and therefore should treat hybrid entrepreneurs in the same manner that they wish to be treated. I argue that team members who identify at the relational level will react positively to their hybrid entrepreneurial colleagues by engaging in social exchange behaviors that are positive. Thus, they are likely to offer support rather than socially undermine them. A strong relational identification suggests that there is a positive work-role relationship with another entity. It also suggests that one's self-worth is contingent on how one facilitates the well-being of others (Brickson, 2000).

Team members with strong relational identification are very interested in developing and maintaining relationships with others, which can be achieved when the values and goals of other partners are internalized (Andersen & Chen, 2002). Therefore, one of the expectations they must fulfill is to be responsive to the other party's needs, even if the other party cannot immediately repay such favors (Flynn, 2005). Research has found that relational identification leads to positive exchange relations. For instance, Chang and Johnson (2010) found leaders' relational identity to be positively related to leader-member exchange (LMX) (i.e., exchange relationship between leader and follower) with subordinates. Moreover, strong relational identification can enhance the relationship between two entities (Hao, Feng, & Ye, 2017). In mentoring settings, strong relational identification also leads to building strong intimacy between mentors and their protégé (Fletcher & Ragins, 2007). This suggests that team members with strong relational identification with hybrid entrepreneurs are more likely to provide them with psychosocial support rather than socially undermined them. Therefore, I argue that team members who develop strong relational identification towards hybrid entrepreneurs, as facilitated by positive venture experience will

provide more psychosocial support to hybrid entrepreneurs while avoiding social undermining.

Integrating the respective positive and negative relationships of EW enrichment and EW conflict with team members' relational identification, as well as the positive relationship between relational identification and psychosocial support and the negative relationship between relational identification and social undermining, I propose relational identification as the transmission mechanism through which EW enrichment and EW conflict crossover to affect psychosocial support and social undermining:

Hypothesis 1: EW enrichment will relate positively to (a) psychosocial support and negatively to (b) social undermining received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.

Hypothesis 2: EW conflict will relate negatively to (a) psychosocial support and positively to (b) social undermining received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs' Work

Outcomes

Because hybrid entrepreneurs are employees and entrepreneurs at the same time, how the interaction between the two roles affects outcomes in both the wage work and entrepreneurial work are important. On the one hand, hybrid entrepreneurs are under authority at work and are expected to exhibit the highest standards of positive work role behaviors while doing away with negative ones (Campbell, Liao, Chuang, Zhou, & Dong, 2017). On the other hand, because they want their venture to succeed, therefore, they have to do everything within their means to achieve it. Further, issues of hybrid entrepreneurs' self-concept may also be important considering the

interaction between their two work roles. Whether the two roles are compatible or not can affect how they internalize their new hybrid status. Against this backdrop, I posit that the interactions between hybrid entrepreneurs and their coworkers, as promoted by venturing experience transfer, could have implications for wage work, entrepreneurial work and dual identity outcomes.

Research indicates that interpersonal interactions at work are important as they have a profound influence on a number of employee outcomes including behaviors and attitudes (Duffy et al., 2002). Psychosocial support and social undermining are two key indicators of positive and negative social interactions at work, respectively. According to research on workplace social exchanges and relationships, positive social interactions at work motivate or energize employees to elicit behavioral outcomes favorable for the organization (Cooper et al., 2018; Dimotakis, Scott, & Koopman, 2011). On the other hand, negative social interactions represent disruptions within one's social network and can be a considerable source of stress for an individual (Duffy et al., 2002). In this study, I theorize that the type of workplace interactions that exist between hybrid entrepreneurs and their team members has implications for their wage work, entrepreneurial work and identity outcomes.

Prior research has demonstrated that the nature of workplace interaction can determine the extent to which individuals engage in organizational citizenship behaviors (OCBs) (Wayne, Shore, & Liden, 1997), develop quit intentions (Biron & Boon, 2013) and thrive at work (Walumbwa, Christensen-Salem, Permann-Graham, & Kasimu, 2020). Social interactions can also affect employees' career optimism (Garcia, Restubog, Bordia, Bordia, & Roxas, 2015) and their identification processes (Sluss, Klimchak, & Holmes, 2008; Zagenczyk, Purvis, Cruz, Thoroughgood, &

Sawyer, 2020). In the subsequent sections, I theorize how positive and negative social interactions influence these outcomes.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs'

Organizational Citizenship Behaviors (OCB)

Organizational citizenship behavior (OCB) refers to employee's discretionary behaviors that promote positive psychological and social climate within the organization but are less likely to be formally associated with organizational rewards (Bolino, Hsiung, Harvey, & LePine, 2015; Organ, 1997; Organ, Podsakoff, & MacKenzie, 2005). OCBs are behaviors that are intentional but not part of formal obligations required to fulfill one's role and not officially recognized by the organization's formal reward system (Deckop, Cirka, & Andersson, 2003). Employees may engage in several behaviors such as being conscientious, helping others, mentoring coworkers, speaking up and encouraging others to demonstrate their citizenship and these behaviors are aimed at improving organizational effectiveness (Bolino, Klotz, Turnley, & Harvey, 2013). Several studies have supported a link between workplace interactions and OCB (Cooper et al., 2018; Liu, Zhou, & Che, 2019; Luo, Cheng, & Zhang, 2016). According to this line of research, several indicators of positive social interactions such as LMX and supervisor-subordinate guanxi motivates employees to exhibit favorable organizational behaviors (Cooper et al., 2018; Guan & Frenkel, 2019), while negative social interactions are stressful and can lead to burnout (Liu et al., 2019). Thus, the nature of the relationship that exists at the workplace can be energizing or depleting for employees (Yuan, Xu, & Li, 2020).

Psychosocial support and social undermining are key indicators of the quality of interpersonal exchanges that exist between team members and their hybrid entrepreneurial coworkers at work. Psychosocial support represents positive social

interactions between team members and hybrid entrepreneurs and refers to “those aspects of a relationship that enhance an individual’s sense of competence, identity, and effectiveness in a professional role” (Kram, 1985, p. 32). Social undermining, however, represents negative social interactions between team members and hybrid entrepreneurs and it is a behavior intended to hinder others from establishing and maintaining positive interpersonal relationships (Duffy et al., 2002). I argue that the more frequently the team members exchange psychosocial support with hybrid entrepreneurs in a series of episodes, the more likely the hybrid entrepreneurs will perceive and appreciate it as friendliness. As a positive social interaction develops, hybrid entrepreneurs may feel compelled, motivated and energized to reciprocate team members’ friendliness (Cooper et al., 2018). One important way for the hybrid entrepreneurs to demonstrate their appreciation and to discharge a sense of obligation toward team members is to engage in OCBs including helping team members (Deckop et al., 2003). However, because social undermining represents an uncomfortable workplace social interaction, the more team members engage in undermining, the more likely hybrid entrepreneurs will perceive it as a form of hindrance or a resource-depleting environment and withdraw or withhold help from team members. These arguments have been supported by prior research. For instance, Cooper et al. (2018) and Wayne et al. (1997) found that positive social interactions in the form of LMX positively relate to citizenship behaviors. Research also shows that individuals who are undermined at work usually reciprocate by also engaging in undermining (Lee, Kim, Bhawe, & Duffy, 2016) and avoiding social integration (Kammeyer-Mueller, Wanberg, Rubenstein, & Song, 2013). Moreover, those who are in unfavorable relationships easily experience resource depletion (Yuan et al., 2020).

Hypothesis 3a: Psychosocial support will relate positively to OCB towards team members at work.

Hypothesis 3b: Social undermining will relate negatively to OCB towards team members at work.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs' Work Vitality

Vitality is the psychological state of positive feeling marked by feeling alive, (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005) and the subjective experience of having energy available to oneself (Nix, Ryan, Manly, & Deci, 1999). Vitality is affective in nature and has been described in various ways including having positive energetic arousal (Thayer, 1989), vigor (Rhee & Kim, 2016), and zest (Peterson, Park, Hall, & Seligman, 2009). Individuals experiencing vitality at work approach life with vigor, enthusiasm, and energy, and do things wholeheartedly (Kark & Carmeli, 2009). In the physical sense, those experiencing vitality at work feel healthy and capable (Kark & Carmeli, 2009). Given the dual-career context of hybrid entrepreneurs, I argue that vitality will be important for both their wage and venture work. This is because feeling vital can lead to behavioral and attitudinal outcomes critical for both wage and venture works. Indeed, vitality has been found to influence a plethora of positive work behaviors and attitudes (Kleine, Rudolph, & Zacher, 2019). For example, Kark, and Carmeli, (2009) found that individuals experiencing vitality at work are very creative. Vitality is also related to self-motivation and several indexes of employee wellbeing (Ryan & Frederick, 1997).

Drawing from research on workplace social interaction, I argue that for hybrid entrepreneurs to experience vitality at work and enjoy its outcomes, the quality of their relationships with team members is crucial. This is because the nature and quality of the relationship can affect their work experiences (Chernyak-Hai & Rabenu, 2018) and

even spillover to their venture work. As discussed above, receiving psychosocial support from team members represents a positive exchange relationship while being socially undermined depicts a negative exchange relationship. Given that positive relationships can energize and enhance mastery of skill resources (Liu et al., 2019), I argue that when hybrid entrepreneurs receive psychosocial resources, they are likely to be energized and motivated to see both wage and venture work problems as solvable (Walumbwa et al., 2020). They are also likely to see themselves as having the energy and vigor to come out with novel solutions to wage and venture work problems (Spreitzer et al., 2005). However, negative exchange relationships in the form of social undermining can negatively impact hybrid entrepreneurs' experience of vitality. Indeed, prior research on the determinants of vitality provides a solid foundation for anticipating a negative relationship between social undermining behavior and vitality. For instance, research shows that supportive coworker behavior is an antecedent to vitality (Dutton & Ragins, 2007; Walumbwa et al., 2020). In other words, to be energetic and have vigor, in part, is based upon the support system available to individuals. However, because undermining is a negative form of support and a stressful experience, it may result in social estrangement and diminish vitality (Kleine et al., 2019).

Hypothesis 4: Psychosocial support will relate positively to hybrid entrepreneurs (a) wage work vitality and (b) entrepreneurial vitality.

Hypothesis 5: Social undermining will relate negatively to hybrid entrepreneurs (a) wage work vitality and (b) entrepreneurial vitality.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs' Turnover

Intention

Turnover intention is defined as an employee's plan to change jobs or companies at their own free will (Schyns, Torka, & Gössling, 2007). Quit behavior remains a critical issue for organizations and human resources managers (Cascio, 2006). Retaining the best employees and controlling the costs associated with hiring new employees is a pressing issue that challenges organizations (Tymon, Stumpf, & Smith, 2011). When employees quit, it can create turmoil and cause disruptions in service delivery and also imposes considerable costs such as severance pay, on organizations. Turnover intention has received great theoretical and empirical attention in organizational behavior and human resource management studies (Chen, Hui, & Sego, 1998), given that it has emerged as the strongest precursor to actual quit behavior (Joo & Park, 2010). Because of the negative outcomes of turnover intention, a lot of effort has been dedicated to identifying common factors frequently associated with turnover (Pitts, Marvel, & Fernandez, 2011). Along this line of research, factors that promote or impede employee satisfaction have emerged strongly as one of the major causes of employee turnover. Several studies have consistently found an inverse relationship between job satisfaction and employee turnover (Carsten & Spector, 1987; Joo & Park, 2010; Lambert, Lynne Hogan, & Barton, 2001; Slattery & Rajan Selvarajan, 2005).

Based on prior workplace relationship research, I theorize that workplace relationships can have an impact on employees' intention to quit their wage work. Hybrid entrepreneurs' relationships with their team members should therefore help account for their quit intention. Studies have consistently shown that employees' satisfaction with their interactions with other employees and supervisors is inversely

associated with voluntary turnover intentions (Griffeth, Hom, & Gaertner, 2000; Lambert et al., 2001; Pitts et al., 2011). Therefore, I argue that hybrid entrepreneurs who enjoy a positive relationship with their team members and receive psychosocial support from them will have a lower turnover intention (Biron & Boon, 2013; Huang et al., 2016). Research on the antecedents of turnover intention also suggests that hybrid entrepreneurs who have a negative relationship and are always undermined by team members will have a high turnover intention. For instance, Herman, Huang and Lam (2013) found that organization-based social exchange between employees and their organization led to lower turnover intention. However, given that social undermining is an indication of a poor relationship between hybrid entrepreneurs and their team members, I argue that it will lead to high turnover intention.

Hypothesis 6a: Psychosocial support will relate negatively to hybrid entrepreneurs' turnover intention.

Hypothesis 6b: Social undermining will relate positively to hybrid entrepreneurs' turnover intention.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs'

Entrepreneurial Career Optimism

Entrepreneurship involves daunting obstacles and this is evidenced by the high number of new business failures (Shane, 2003). As such, a lot of researchers have shown interest in understanding how people enter into entrepreneurship and the dynamics of venture survival (e.g., Elfenbein, Hamilton, & Zenger, 2010; Geroski, Mata, & Portugal, 2010). One important career resource that has been proposed by scholars to be critical in effective career management is career optimism (Rottinghaus, Day, & Borgen, 2005). Career optimism is defined as the extent to which individuals "expect the best possible outcome or to emphasize the most positive aspects of one's

future career development” (Rottinghaus et al., 2005, p. 11). Career optimism was initially introduced as a trait (Scheier & Carver, 1985), but research has shown that it is malleable to supportive environments (Higgins, Dobrow, & Roloff, 2010). Given the difficult task of combining entrepreneurship with wage work, in the present study, I examine how wage work relationship quality influences hybrid entrepreneurs’ venture career optimism.

Several studies indicate that positive relationships are important in creating in individuals an expectation of the best possible career outcomes in the future. For instance, prior research shows that there is a positive effect of social support on career optimism (Higgins et al., 2010; Karademas, 2006; Urbig & Monsen, 2012). Favorable work environments can offer individuals adequate instrumental resources (e.g., advice) or socio-emotional resources (e.g., affection, sympathy) in times of need, thus creating positive future career expectations for them (Higgins et al., 2010). Given that psychosocial support is a socio-emotional resource and indicative of a positive relationship, I argue that it will signal to hybrid entrepreneurs that the future is bright thereby enhancing their career optimism. Thus, for hybrid entrepreneurs, support from their team members can promote positive regard (Higgins et al., 2010) and signal to them that although they combine wage work with entrepreneurial work, team members have no issues with their venturing activities and hence make them more optimistic. The impact of support in enhancing career optimism has been examined with support from parents and teachers relating positively to optimism among students (Garcia et al., 2015). On the contrary, social undermining will send a negative signal to hybrid entrepreneurs that team members are not in support of their venturing activities. This is likely to make them pessimistic about their future entrepreneurial career. Indeed, social undermining has been found to negatively affect how people believe in

themselves and diminish their self-confidence (Duffy et al., 2002). Hence, I expect social undermining to negatively relate to entrepreneurial career optimism.

Hypothesis 7a: Psychosocial support will relate positively to hybrid entrepreneurs' entrepreneurial career optimism.

Hypothesis 7b: Social undermining will relate negatively to hybrid entrepreneurs' entrepreneurial career optimism.

Team Members' Exchange Behaviors and Hybrid Entrepreneurs' Role Identity

Identity is an individual's subjectively contracted understandings of who s/he is or desires to become (Brown, 2015). It is a subjective claim about an individual that acts as a deeply held guide for his/her thoughts and actions (Ashmore, Deaux, & McLaughlin-Volpe, 2004; Burke & Stets, 2009). People may identify with personal features that make them unique (personal identity), the role they play in society (role identity) or the group they belong to (group identity) (Stets & Serpe, 2013). It is commonplace for individuals to inhabit more than one role and be a member of more than one group simultaneously (Ramarajan et al., 2017). As such, multiple roles have long received attention from identity scholars (Markus & Nurius, 1986; Rosenberg, 1979; Thoits, 1983). Hybrid entrepreneurs for instance hold two career roles and may identify with both and as such it is possible for their two role identities to conflict or be in harmony. Identity conflict is the extent of friction or opposition between hybrid entrepreneurs' two work role identities (Benet-Martinez & Haritatos, 2005; Horton, Bayerl, & Jacobs, 2014). Identity harmony on the other hand is the degree of complementarity and synergy between a hybrid entrepreneurs' two identities (Greenhaus & Powell, 2006; Ramarajan et al., 2017; Rothbard & Ramarajan, 2009). I argue that the relationship between hybrid entrepreneurs and their team members can influence the extent to which they experience identity conflict or harmony.

Research on interpersonal workplace relationships argue that when one party provides resources in a way that is perceived to be beneficial by the other party, the relationship will be viewed positively (Graen & Uhl-Bien, 1995). Such positive relationships have the tendency of increasing feelings of self-enhancement for the receiving party (Sluss et al., 2008). I argue that because psychosocial support leads to the provision of valued resources, it will increase feelings of self-worth and self-esteem of hybrid entrepreneurs who receive it. Such positive self-views have been found to negatively relate to role conflict (Karelaia & Guillén, 2014). Given that psychosocial support includes the provision of counseling and friendship (Waters, 2004), it can increase the self-views of hybrid entrepreneurs and signal to them that there is no problem with the two roles they are involved in, leading to feelings of high identity harmony and low identity conflict. However, social undermining represents a negative exchange relationship (Duffy et al., 2002). It can therefore be emotionally draining (Crossley, 2009) because victims constantly think about whether or if actors could have acted differently, which can deplete finite emotional resources (Lee et al., 2016) and have a dent in self-esteem. I argue that such experiences can increase hybrid entrepreneurs' experience of identity conflict while lowering their identity harmony.

Hypothesis 8: Psychosocial support will relate negatively to hybrid entrepreneurs' experience of (a) identity conflict and positively to (b) identity harmony.

Hypothesis 9: Social undermining will relate positively to hybrid entrepreneurs' experience of (a) identity conflict and negatively to (b) identity harmony.

Given that EW enrichment and EW conflict indirectly influence psychosocial support and social undermining through relational identification (Hypotheses 1 and 2), all hypothesized paths actually formulate a serial mediation effect chain to predict

hybrid entrepreneurs' wage work, entrepreneurial work and identity outcomes: OCB, wage work and entrepreneurial vitality, turnover intention, entrepreneurial career optimism, and identity conflict and identity harmony. Therefore, connecting the mediating effects of relational identification (Hypotheses 1 and 2) with the direct effects of psychosocial support and social undermining on OCB, wage work and entrepreneurial vitality, turnover intention, entrepreneurial career optimism, and identity conflict and identity harmony (Hypotheses 3 to 9), I propose the following serial mediation hypotheses (Hayes, 2013).

Hypothesis 10: The positive relationship between EW enrichment and (a) OCB, (b) wage work vitality, (c) entrepreneurial vitality (d) entrepreneurial career optimism and (e) identity harmony and the negative relationship between EW enrichment and (f) turnover intention, (g) identity conflict is serially mediated by relational identification (first mediator) and psychosocial support (second mediator).

Hypothesis 11: The positive relationship between EW enrichment and (a) OCB, (b) wage work vitality, (c) entrepreneurial vitality (d) entrepreneurial career optimism and (e) identity harmony and the negative relationship between EW enrichment and (f) turnover intention, (g) identity conflict is serially mediated by relational identification and social undermining.

Hypothesis 12: The negative relationship between EW conflict and (a) OCB, (b) wage work vitality, (c) entrepreneurial vitality (d) entrepreneurial career optimism and (e) identity harmony and the positive relationship between EW conflict and (f) turnover intention, (g) identity conflict is serially mediated by relational identification and psychosocial support.

Hypothesis 13: The negative relationship between EW conflict and (a) OCB, (b) wage work vitality, (c) entrepreneurial vitality (d) entrepreneurial career optimism

and (e) identity harmony and the positive relationship between EW conflict and (f) turnover intention, (g) identity conflict is serially mediated by relational identification and social undermining.

ESSAY 2 METHOD

Research Design of the Interviews

Following prior research (Aime et al., 2014; Edmondson, 1999), I conducted interviews to gain an understanding of the experiences of hybrid entrepreneurs concerning their ability to transfer resources to team members. This is because, with the exception of Marshall et al. (2019), there is no research examining how venture activities influence wage work. There is therefore the need for a broader understanding from hybrid entrepreneurs themselves. With the help of a snowball sampling method, 22 hybrid entrepreneurs were conveniently selected and interviewed in two regions in Ghana. Thirteen out of the 22 hybrid entrepreneurs interviewed were females and nine were males. Eighteen of them had a minimum of bachelor's degree or above, while four had a level of education lower than bachelor's degree. Of the total number of interviewees, only five of them were employees of private companies with the rest being employed by government institutions. Detailed information about interview participants is presented in Table 2.2.

Procedures

Following research using interviews for a similar purpose (Aime et al., 2014; Edmondson, 1999), the interview was guided by my proposed theory. I divided the interviews into two parts: the first part collected demographic information such as names, gender, nature of wage work and entrepreneurial work and education from informants. Questions relating to the transfer of resources (transfer of EW enrichment

and EW conflict) were asked in the second part. To analyze the data, I transcribed the interviews verbatim. I then read through multiple times to become conversant with it while making notes of potential codes with links to my theory and the research questions as well as previous research. As this process continued, some codes are merged, deleted or combined with others, and in some cases, new codes arose.

Insert Table 2.2 about here

Interview Findings

Enrichment

Research has demonstrated that individuals with multiple roles can acquire resources from one role and transfer them to another role (Greenhaus & Powell, 2006; Sessions et al., 2021). As has been mentioned earlier, there are two perspectives of this resource transfer argument. The first is the spillover perspective, which asserts that resources acquired from one role can improve an individual's performance in another role (Greenhaus & Powell, 2006; Sessions et al., 2021). The second is the crossover perspective, which argues that resources acquired by one person can improve the performance of another person in another role (Bolger et al., 1989; Ferguson et al., 2012; Westman, 2001). Consistent with these lines of research, my interviews show that it is a common practice for hybrid entrepreneurs to transfer resources acquired from their businesses to their wage work either for their own or team members' benefit. Interviewee #9 for instance explained how she is able to use her business ideas to improve her service to wage work clients "...yes, *with the pregnant women (hospital patients), because I have knowledge in make-up when they come here and they have problems with their face such as pimples and acne, I am able to give them advice on what to do and what not to do*". Interviewee #9 went further to explain how this

knowledge also benefits her wage work team members *“With my colleagues here, every woman likes make-up and wants to look good, so sometimes they come for advice. I think such advice help them in their work as a nurse because having knowledge on how to look beautiful boost their confidence and improve their self-image and can therefore work really well”*.

Similarly, interviewee #8 also explained how improved interpersonal skills acquired from his business help both his and team members’ work *“From the business to the wage work, I would say interpersonal relationship. Because we deal with business customers and need to talk to them nicely, that is the same way I need to talk to my patients at the hospital also nicely. When it comes to interpersonal relationships, the business shapes me more than the wage work because I have to convince people to buy my goods. Similarly, when patients come to the hospital, I take my time to ask them their problems and look for a solution for them. He also talks about how this skill impacts his colleagues at work “With this skill, I think it affects my colleagues positively because, with the improved interpersonal relationship, they kind of see some changes in me which they will learn. They will now see how I relate with patients and learn from me”*.

For others, the knowledge they acquire from their business only helps themselves and not their wage work colleagues. Interviewee #10 explains that *“... yes, the same way you have to have patience for your business customers, it’s the same way you have to have patience for your patients (wage work). For instance, sometimes someone will buy something from you and will not pay but drag you, that is how the patients at the ward are, so I have to have patience for them also. Moreover, the same way I explain the information of my products when selling, I also explain the side effects when giving any drugs to my patients”*. However, with regards to how this

experience affects her colleagues she says, *“But in terms of how my business helps them in their nursing work, I don’t think it does”*. There are also hybrid entrepreneurs who believe their business has no beneficial resources for either themselves or their colleagues at wage work. For instance, when asked whether there is any resource that he can transfer to his wage work, interviewee #11 responded *“None that I can remember”*. He also says that no aspect of his business has any impact on his wage work colleagues *“it doesn’t affect any worker at the forklift job (wage work) since we all have different roles to play”*. In general, these findings show that experiences from the business can benefit hybrid entrepreneurs and their team members’ work in the wage work role.

Conflict

Regarding whether the business conflicts with hybrid entrepreneurs and their team members’ work, some interviewees admitted that it is a common phenomenon they regularly experience. For instance, interviewee #8 recounted a situation in which because of his business, he had to leave the wage work *“There was a time one guy bought a car from me and deposited the money into my account. But that very moment, I had to take the money out and give it to another colleague to do another business for me. But I was at work, so I had to tell my wage work colleagues and leave the workplace and go to the bank and then later came back to work”*. He admitted that this situation negatively affected his output on the wage work *“...yes, that day it limited the work that I had to do because there were some things, I had to do at work but had to delegate to others because of that situation. But this is just once in a while, it doesn’t happen often”*. Similarly, interviewee #10 agrees that the business conflicts with her wage work often when asked whether her business conflict with her employee role *“...yes, a lot. Sometimes when sales are good and people want to buy, they will call*

you to come to wherever that they are, but maybe at that point you are at your wage work. Sometimes, I go and sell to them and by the time I come back, I am late and have to apologize because my boss here will be angry”.

Apart from affecting their own work, some hybrid entrepreneurs also agreed that such conflicts between their business and the wage work affect other employees as well. For instance, interviewee #8 emphasized the negative effect of his business on other colleagues *“I think the conflict negatively affects them because it limited the number of people who were supposed to be working at that moment. And because I was not there someone has to add my workload to his/hers and that is a lot of workloads for the person and the other colleagues”*. Interviewee #10 also explained how the conflict between the two roles negatively affect her wage work colleagues *“Yes, because if I do not come early to take over from you (change shift) because I was doing a presentation for my business somewhere, that is bad so when I know I will be late, I will call and alert my boss before I come”*.

There are others too who agree that there is conflict between their two roles but disagree that this conflict negatively affect their colleagues at wage work. For example, interviewee #14 described a conflicting situation she experienced some time ago *“Yes, it sometimes conflicts. There was a time my wage work company had an event and they needed brooches, but they did not inform me earlier. They needed the products on Friday, but I was informed on Wednesday and I was supposed to do 60 pieces so what I did was... I went to get the materials for the brooches from the market and started doing them during my free time at the wage work and also when I close from work. I also worked on some brooches when in the car whiles on our way out for marketing. I was working on it whiles at work because I had to meet the deadline and I do not like disappointing people”*. However, she does not believe such conflict negatively affect

her colleagues “*No, I make sure it does not affect my colleagues. For instance, with the brooches, I was working on them in the car and not when we get down to start with our marketing*”. In sum, these findings show the variations in the extent to which the enrichment and conflict transfers between the business and the wage work affect hybrid entrepreneurs and their team members’ work outcomes.

Research Design for Quantitative Data (Main Study)

Participants and Procedures

To test the proposed model as depicted in Figure 2.1, I collected multisource, multi-wave data from hybrid entrepreneurs, their wage work peers and supervisors in five waves in Ghana. There was a one-month interval between each wave. The one-month temporal separation between Time 1 and Time 2, Time 2 and Time 3, Time 3 and Time 4, and Time 4 and Time 5 was to minimize the effects of common method bias (Podsakoff et al., 2012). Temporal separation is one efficient way to reduce common method bias and is as effective as source separation (Doty & Glick, 1998). Prior to the first wave, hybrid entrepreneurs were identified for the study from two sources. The first was through an alumni association of a public university in Ghana. This association had updated records of the employment status of the alumni, which assisted me to identify suitable participants. The second was through a government organization mandated to promote and develop the micro, small and medium enterprises (MSME) sector in Ghana. This organization had extensive records on their entrepreneurial clients including hybrid entrepreneurs. This assisted me to identify hybrid entrepreneurial participants for the study. For a hybrid entrepreneur to be part of this study, s/he must provide me with details of their wage work supervisors and at least two of their wage work team members for questionnaire distribution. Relying on networks and university affiliation to recruit respondents is popular (Mueller et al.,

2017; Weinberger et al., 2018).

In the first wave, I distributed survey to 1081 wage work team members and received 923 responses (response rate: 85.38%). Team members provided responses to the EW enrichment and EW conflict that hybrid entrepreneurs bring them. In the second wave survey, I distributed questionnaires to the 923 wage work team members who responded to the first wave survey and received 807 responses (attrition rate: 12.57%). In the second wave, wage work team members responded to questions on relational identification. In the third wave, I distributed survey to 488 hybrid entrepreneurs and received 429 responses (response rate: 87.91%). Hybrid entrepreneurs provided their demographic information and rated their psychosocial support and social undermining received from team members. In the fourth wave survey, I distributed questionnaires to the 429 hybrid entrepreneurs who responded to the third wave survey and received 378 responses (attrition rate: 11.89%). In the fourth wave, participants responded to questions on their wage work vitality, entrepreneurial vitality, turnover intention, entrepreneurial career optimism, identity conflict and identity harmony. In the fifth survey, I distributed questionnaires to the wage work supervisors of the 378 hybrid entrepreneurs who responded to the third wave survey and received 344 responses (response rate: 91.01%). The wage work supervisors rated the OCB of the focal hybrid entrepreneurs. I deleted incomplete data and all participants who did not have useable data from all three sources. The final dataset included 327 hybrid entrepreneurs (overall response rate = 67.01%), 327 supervisors (overall response rate = 86.51%) and 788 wage work team members (overall response rate = 72.90%) completed and matched responses. The team members ranged from 2 to 5 employees. Of the 327 hybrid entrepreneurs, 53.08% were males, 87.50% had qualifications equivalent to a bachelor's degree or above. The average age of the

respondents was 35.89 years ($SD = 7.42$) and the average entrepreneurial work and wage work experiences were 7.17 years ($SD = 3.41$) and 8.24 years ($SD = 4.97$), respectively.

Measures

The survey was administered in English. All variables, unless otherwise stated, were measured using a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

EW enrichment. I measured EW enrichment with a scale adapted from the nine-item work-to-family enrichment measure developed by Carlson, Kacmar, Wayne and Grzywacz (2006). Team members rated questions with the following stem statement: “My hybrid entrepreneurial colleague’s transferred resources from his/her business activities ...” and an example is, “Helps me to gain knowledge and this helps me be a better wage worker.” The alpha reliability for this scale was .94. Because team members ratings for the enrichment they received from hybrid entrepreneurial colleagues were nested within groups, I calculated the intraclass correlation, or ICC (1), which is an index of within-group variability compared to between-group variability, and ICC (2), which represents the reliability of group means and the reliability of differentiation among groups (Bliese, 2000). The aggregation statistics for EW enrichment —ICC (1) = .55; $F(326, 461) = 4.71, p < .01$; ICC (2) = .79— were in the acceptable range recommended by Bliese (2000), indicating that there is meaningful variance at the group level and that differences among groups can be reliably measured. I also calculated the average $r_{wg(j)}$ to be .85, which indicates a high level of agreement among group members (LeBreton, James, & Lindell, 2005). Therefore, I aggregated EW enrichment to the team level.

EW conflict. I measured EW conflict with a scale adapted from a ten-item

time-based work interference with family developed by Carlson, Kacmar and Williams (2000). Team members rated questions with the following stem statement: “To what extent do you agree with each of the following statements about how your hybrid entrepreneurial co-worker affects your workgroup in the wage work? ...” and an example is, “The time he/she devotes to his/her venture work keeps him/her from participating equally in wage work activities in terms of supporting group members.” The alpha reliability for this scale was .93. I aggregated team members’ ratings of the EW conflict hybrid entrepreneurial co-workers bring to the team to create a team-level variable. This was supported by a high average $r_{wg(j)}$ of .88 as well as an ICC (1) = .80; $F(326, 461) = 12.86, p < .01$ and ICC (2) = .92.

Relational identification. I measured relational identification with a scale adapted from an eight-item Social Connectedness scale developed by Lee and Robbins (1995). I asked team members to rate the extent they identify with their hybrid entrepreneurial co-workers. ...” and an example is, “Group members feel related to this hybrid entrepreneurial co-worker.” The alpha reliability for this scale was .94. I aggregated team members’ ratings of relational identification with their hybrid entrepreneurial colleagues to create a team-level variable. This was supported by a high average $r_{wg(j)}$ of .86 as well as an ICC (1) = .62; $F(326, 461) = 5.84, p < .01$; ICC (2) = .83. This scale is based on self-psychology theory’s notion of belongingness (Lee & Robbins, 1995). Identification is the “cognitive distance of space between an individual and a collective” (Shamir & Kark, 2004, p. 116). This is in line with Ashforth and Mael’s (1989) definition of identification as “the perception of oneness or belongingness to some human aggregate” (p. 21).

Psychosocial support. I measured psychosocial support with a scale adapted from a five-item measure developed by Raabe and Beehr (2003). I asked hybrid

entrepreneurs: “To what extent do you agree with each of the following statements about your relationships with group members in the wage work? ...” and an example is, “My group members socialize with me after work.” The alpha reliability for this scale was .88.

Social undermining. I measured social undermining with the 13-item co-worker undermining scale (Duffy et al., 2002). I asked hybrid entrepreneurs: “In the last month, how often has your group members ...” and an example is, “Insulted you.” ($\alpha = .94$; 1 = *Never* to 7 = *Always*).

Wage work vitality. I measured wage work vitality with a five-item scale (Porath, Spreitzer, Gibson, & Garnett, 2012). I asked hybrid entrepreneurs: “To what extent you agree with each of the following statements about your wage work? ...” and an example is, “In my wage work, I feel alert and awake.” The alpha reliability for this scale was .83.

Entrepreneurial work vitality. I measured entrepreneurial work vitality with the same five-item scale (Porath et al., 2012). I asked hybrid entrepreneurs: “To what extent do you agree with each of the following statements about your entrepreneurial work? ...” and an example is, “In my entrepreneurial work, I feel alive and vital.” The alpha reliability for this scale was .87.

Turnover intention. I measured turnover intention with a three-item scale adapted from Chen et al. (1998). I asked hybrid entrepreneurs: “To what extent do you agree with each of the following statements about your wage work? ...” and an example is, “It is very possible that I will leave my current wage job next year.” The alpha reliability for this scale was .90.

Entrepreneurial career optimism. I used the 10-item Life Orientation Test-Revised (LOT-R) scale (McIlveen & Perera, 2016; Scheier, Carver, & Bridges, 1994)

to measure hybrid entrepreneurs' career optimism. I asked hybrid entrepreneurs: "To what extent do you agree with each of the following statements about your entrepreneurial work? ..." and an example is, "In uncertain times, I usually expect the best." The ten items include four filler items." The alpha reliability for this scale was .92.

Identity conflict. I measured identity conflict by adapting a three-item scale from Ramarajan et al. (2017). I asked hybrid entrepreneurs: "To what extent do you agree with each of the following statements about your entrepreneurial/wage work? ..." and an example is, "Life would be easier if I was only an employee or an entrepreneur rather than both." The alpha reliability for this scale was .81.

Identity harmony. I measured identity harmony by adapting a three-item scale from Ramarajan et al. (2017). I asked hybrid entrepreneurs: "To what extent do you agree with each of the following statements about your entrepreneurial/wage work? ..." and an example is, "I am glad that I am both an employee and an entrepreneur." The alpha reliability for this scale was .82.

Wage work OCB. I measured wage work OCB with a five-item altruism sub-dimension of the Organizational Citizenship Behavior Scale (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). I asked wage work supervisors: "To what extent do you agree with each of the following statements about your subordinate? ..." and an example is, "Helps others who have heavy workloads." The alpha reliability for this scale was .96.

Insert Table 2.3 about here

RESULTS

Analytical Strategy

I conducted a series of confirmatory factor analyses (CFAs) to assess the distinctiveness of study measures. I clustered the data by teams to account for the nested nature of the data. Consequently, I followed previous studies (e.g., Christensen-Salem, Walumbwa, Babalola, Guo, & Misati, 2020; Wallace, Butts, Johnson, Stevens, & Smith, 2016) to conduct multi-level confirmatory factor analyses (MCFA), which are appropriate in this research given that team members were nested within teams (Geldhof, Preacher, & Zyphur, 2014). I estimated the MCFA such that team member-rated variables were at the within level and hybrid entrepreneur and supervisor rated variables were at the between level. To increase model parsimony and reduce the number of parameter estimates, I used the item parceling approach (Little et al., 2002). I created three-item parcels for each variable that had more than three items (i.e., EW Enrichment, EW Conflict, relational identification, psychosocial support, social undermining, wage work vitality, entrepreneurial vitality, entrepreneurial career optimism, and wage work OCB) by sequentially averaging items with the highest and lowest loadings (Landis et al., 2000). This approach produces a more accurate fit of the model especially when scales have a large number of items and the sample size is relatively small (Hall et al., 1999; Landis et al., 2000). It also helps to create a balance of indicators to constructs, which is useful for producing more stable estimates.

In both confirmatory factor and model analyses, *Mplus 7.4* (Muthén & Muthén, 2017) was used. Following Hu and Bentler (1999), model fit was assessed using the root mean square error of approximation (RMSEA), Tucker–Lewis index (TLI), comparative fit index (CFI), and standardized root mean square residual (SRMR). TLI and CFI values of .95 or above and RMSEA values of .06 and SRMR values of .08 or

below indicate satisfactory fit. The MCFA results showed that the default 12-factor model including EW Enrichment, EW Conflict, relational identification, psychosocial support, social undermining, wage work vitality, entrepreneurial vitality, entrepreneurial career optimism, identity harmony, identity conflict, turnover intention, and wage work OCB demonstrated a good fit to the data ($\chi^2 = 685.48$, $df = 312$, $\chi^2/df = 2.20$, RMSEA = .04, CFI = .97, TLI = .96, SRMR=.02_{Within}, SRMR=.04_{Between}). I compared this model to a 10-factor alternative model in which I combined the team member-rated variables (i.e., EW Enrichment, EW Conflict and relational identification) into one factor. The 12-factor model demonstrated better fit as compared to the 10-factor model ($\chi^2 = 3195.52$, $df = 315$, $\chi^2/df = 10.14$, RMSEA = .11, CFI = .73, TLI = .67, SRMR=.19_{Within}, SRMR=.04_{Between}). The same was true with an 8-factor model in which psychosocial support, social undermining, wage work vitality, entrepreneurial vitality and entrepreneurial career optimism were combined into one factor at the between level ($\chi^2 = 4245.33$, $df = 341$, $\chi^2/df = 12.45$, RMSEA = .12, CFI = .64, TLI = .59, SRMR=.19_{Within}, SRMR=.10_{Between}). Finally, I compared the default 12-factor model to a 2-factor model with EW Enrichment, EW Conflict and relational identification combined as one variable and psychosocial support, social undermining, wage work vitality, entrepreneurial vitality, entrepreneurial career optimism, identity harmony, identity conflict, turnover intention, and wage work OCB represented another variable. The default 12-factor model was better than the 2-factor model ($\chi^2 = 5321.56$, $df = 351$, $\chi^2/df = 15.25$, RMSEA = .15, CFI = .54, TLI = .49, SRMR=.19_{Within}, SRMR=.12_{Between}). These results support the distinctiveness of the studied variables. Table 2.3 presents the means, standard deviations, reliabilities, and correlations of the variables.

Hypotheses testing

The mediation model had a perfect fit [χ^2 ($df = 1$, $N = 327$) = 1.06, $\chi^2/df = 1.06$, RMSEA = .01, CFI = 1.00, TLI = 1.00, and SRMR = .00] (see Table 2.4). The results show that EW enrichment was positively and significantly related to relational identification ($b = .70$, $p < .01$), as well as psychosocial support ($b = .35$, $p < .01$), OCB ($b = .36$, $p < .01$), wage work vitality ($b = .34$, $p < .01$), entrepreneurial vitality ($b = .33$, $p < .01$), entrepreneurial career optimism ($b = .39$, $p < .01$) and identity harmony ($b = .28$, $p < .01$). EW enrichment was, however, negatively related to social undermining ($b = -.15$, $p < .05$), but unrelated to turnover intention ($b = -.15$, $p > .10$), and identity conflict ($b = .08$, $p > .10$). In contrast, EW conflict was negatively and significantly related to relational identification ($b = -.17$, $p < .01$), psychosocial support ($b = -.13$, $p < .05$), and entrepreneurial vitality ($b = -.18$, $p < .01$). The results further show that EW conflict was positively related to social undermining ($b = .54$, $p < .01$), turnover intention ($b = .30$, $p < .01$) and identity conflict ($b = .24$, $p < .01$) but was unrelated to OCB ($b = -.07$, $p > .10$), wage work vitality ($b = -.04$, $p > .10$), entrepreneurial career optimism ($b = .02$, $p > .10$) and identity harmony ($b = -.05$, $p > .10$). Moreover, relational identification related positively to psychosocial support ($b = .32$, $p < .01$) and negatively to social undermining ($b = -.18$, $p < .01$).

Insert Table 2.4 about here

To test the significance of the mediating and serial mediating effects, I adopted the bootstrapping approach with 1,000 bootstrap samples (Cheung & Lau, 2017; Preacher, Rucker, & Hayes, 2007) and reported the 95% bias-corrected confidence intervals (95% BC CI). I examined the mediation effects of relational identification in Hypotheses 1 and 2 (Table 2.5). Hypothesis 1 stated that EW enrichment will relate

positively to (a) psychosocial support and negatively to (b) social undermining received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs. In support of Hypotheses 1a and 1b, relational identification mediated the positive relationship between EW enrichment and psychosocial support (indirect effect = .223, 95% BC CI = [.126, .332]), and the negative relationship between EW enrichment and social undermining (indirect effect = -.126, 95% BC CI = [-.229, -.044]), respectively. Hypothesis 2 proposed a mediation effect of relational identification for the relationship between EW conflict and (a) psychosocial support and (b) social undermining. In support of Hypotheses 2a and 2b, relational identification mediated the negative relationship between EW conflict and psychosocial support (indirect effect = -.054, 95% BC CI = [-.096, -.026]), and the positive relationship between EW conflict and social undermining (indirect effect = .030, 95% BC CI = [.011, .063]).

Hypotheses 3 to 9 predict direct effects of psychosocial support and social undermining on wage work, entrepreneurial and identity outcomes (see Table 2.4). Psychosocial support was positively related to OCB ($b = .30, p < .01$, Hypothesis 3a), wage work vitality ($b = .19, p < .01$, Hypothesis 4a), entrepreneurial vitality ($b = .20, p < .01$, Hypothesis 4b), entrepreneurial career optimism ($b = .32, p < .01$, Hypothesis 7a) and identity harmony ($b = .21, p < .01$, Hypothesis 8b) and negatively related to identity conflict ($b = -.15, p < .05$, Hypothesis 8a) but was unrelated to turnover intention ($b = .004, p > .10$, Hypothesis 6a). Social undermining on the contrary related positively to turnover intention ($b = .59, p < .01$, Hypothesis 6b) and identity conflict ($b = .34, p < .01$, Hypothesis 9a) and was negatively related to wage work vitality ($b = -.11, p < .05$, Hypothesis 5a) but was unrelated to OCB ($b = .03, p > .10$, Hypothesis 3b), entrepreneurial vitality ($b = -.02, p > .10$, Hypothesis 5b), entrepreneurial career

optimism ($b = -.04, p > .10$, Hypothesis 7b) and identity harmony ($b = -.10, p > .10$, Hypothesis 9b).

 Insert Table 2.5 about here

Hypotheses 10 to 13 depict the serial indirect effects of both EW enrichment and EW conflict on wage work, entrepreneurial and identity outcomes through relational identification and psychosocial support on one side and through relational identification and social undermining on the other side. The results of these serial indirect effects are shown in Table 2.5. The parameter bootstrapping results show that the serial indirect effects of EW enrichment on (a) OCB (indirect effect = .067, 95% BC CI = [.030, .127]), (b) wage work vitality (indirect effect = .043, 95% BC CI = [.016, .086]), (c) entrepreneurial vitality (indirect effect = .045, 95% BC CI = [.015, .091]), (d) entrepreneurial career optimism (indirect effect = .072, 95% BC CI = [.036, .125]), (e) identity harmony (indirect effect = .047, 95% BC CI = [.017, .105]), and (g) identity conflict (indirect effect = -.032, 95% BC CI = [-.080, -.004]) through relational identification and psychosocial support were significant, supporting Hypothesis 10a, 10b, 10c, 10d, 10e and 10g. But the indirect effect between EW enrichment and (f) turnover intention (indirect effect = .001, 95% BC CI = [-.030, .032]) through relational identification and psychosocial support was not significant. Thus, Hypothesis 10f was not supported. Further, the serial mediation results show that the positive relationship between EW enrichment and (b) wage work vitality (indirect effect = .014, 95% BC CI = [.002, .040]) and the negative relationship between EW enrichment and (f) turnover intention (indirect effect = -.074, 95% BC CI = [-.143, -.023]) and (g) identity conflict (indirect effect = -.043, 95% BC CI = [-.094, -.014]) were serially mediated by relational identification and social undermining, supporting

Hypotheses 11b, 11f and 11g. However, the serial indirect effects of EW enrichment on (a) OCB (indirect effect = $-.004$, 95% BC CI = $[-.024, .013]$), (c) entrepreneurial vitality (indirect effect = $.002$, 95% BC CI = $[-.013, .021]$) (d) entrepreneurial career optimism (indirect effect = $-.005$, 95% BC CI = $[-.023, .005]$) and (e) identity harmony (indirect effect = $.013$, 95% BC CI = $[-.003, .043]$) through relational identification and social undermining were not significant. Thus, Hypotheses 11a, 11c, 11d and 11e were not supported.

The bootstrapping results further show that the serial indirect effects of EW conflict on (a) OCB (indirect effect = $-.016$, 95% BC CI = $[-.037, -.007]$), (b) wage work vitality (indirect effect = $-.010$, 95% BC CI = $[-.022, -.004]$), (c) entrepreneurial vitality (indirect effect = $-.011$, 95% BC CI = $[-.026, -.004]$), (d) entrepreneurial career optimism (indirect effect = $-.017$, 95% BC CI = $[-.036, -.008]$), (e) identity harmony (indirect effect = $-.011$, 95% BC CI = $[-.029, -.004]$), and (g) identity conflict (indirect effect = $.008$, 95% BC CI = $[.001, .020]$) through relational identification and psychosocial support were significant, supporting Hypotheses 12a, 12b, 12c, 12d, 12e and 12g. But the indirect effect between EW conflict and (f) turnover intention (indirect effect = $.000$, 95% BC CI = $[-.009, .007]$) through relational identification and psychosocial support was not significant. Thus, Hypothesis 12f was not supported. Moreover, the parameter bootstrapping results show that the negative relationship between EW conflict and (b) wage work vitality (indirect effect = $-.003$, 95% BC CI = $[-.010, -.001]$) and the positive relationship between EW conflict and (f) turnover intention (indirect effect = $.018$, 95% BC CI = $[.006, .039]$) and (g) identity conflict (indirect effect = $.010$, 95% BC CI = $[.003, .026]$) were serially mediated by relational identification and social undermining, supporting Hypotheses 13b, 13f and 13g. However, the serial indirect effects of EW conflict on (a) OCB (indirect effect = $.001$,

95% BC CI = [-.003, .006]), (c) entrepreneurial vitality (indirect effect = -.001, 95% BC CI = [-.006, .003]) (d) entrepreneurial career optimism (indirect effect = .001, 95% BC CI = [-.001, .006]) and (e) identity harmony (indirect effect = -.003, 95% BC CI = [-.011, .000]) through relational identification and social undermining were not significant. Thus, Hypotheses 13a, 13c, 13d and 13e were not supported. A summary of all hypotheses is presented in Table 2.6.

Insert Table 2.6 about here

ESSAY 2 DISCUSSION

In this study, I tested a model that explains why EW enrichment and EW conflict relate to indicators of exchange quality between hybrid entrepreneurs and their wage work team members. Drawing on relational identity theory and SET and the literature on interpersonal crossover of experiences as my theoretical framework, I theoretically linked EW enrichment and EW conflict to both positive (psychosocial support) and negative (social undermining) team members' responses towards hybrid entrepreneurs through the mediating role of relational identification. I also examined the direct effects of psychosocial support and social undermining on hybrid entrepreneurs' wage work, entrepreneurial and identity outcomes. Serial mediation effects of relational identification, psychosocial support and social undermining for the relationship between EW enrichment and EW conflict and work outcomes were also examined. Using a sample of 327 hybrid entrepreneurs, 788 wage work team members and 327 wage work supervisors, I found strong support for the study's Hypotheses. Examining the crossover effect of EW enrichment and EW conflict holds

several important theoretical and practical implication for multiple job holding and work-nonwork interface research.

Theoretical implications

First, this study contributes to research on the interface between work and nonwork activities by examining the crossover effect of venture activities on other employees at work. The spillover effect of how nonwork activities (e.g., family) influence an employee's behaviors and attitudes at work has received the most attention (French et al., 2018; Greenhaus & Powell, 2006; McNall et al., 2010). The crossover perspective, which examines how nonwork activities influence other employees beyond the one who engaged in the activities has progressed steadily (Carlson et al., 2011; Kinnunen, Feldt, Mauno, & Rantanen, 2010; Sprung & Jex, 2017). However, both the spillover and crossover perspectives to date have predominantly focused on married couples (Bakker et al., 2008; Wayne et al., 2013; Westman & Etzion, 2005). A few studies have examined parent-to-child crossover (e.g., Gali Cinamon et al., 2007; Perry-Jenkins & Gillman, 2000) and supervisor-to-subordinate crossover (e.g., Carlson et al., 2011). In extending previous research, the findings of the current study show that team members react positively when hybrid entrepreneurs transfer resources beneficial for teamwork but react negatively when venture activities conflict with teamwork. Thus, the current study extends the dyadic crossover findings to a team perspective. I do this by showing how hybrid entrepreneurs' venture experience affects their team members in the wage work.

Second, by adopting a crossover perspective, I contribute to research on multiple jobholding (Sessions et al., 2021; Sliter & Boyd, 2014) by examining how team members react to their colleague who is also an entrepreneur. Although hybrid entrepreneurship is prevalent in practice among employees, multiple jobholding

research has rarely captured this form of employee behavior. Moreover, multiple jobholding research has not examined other employees' reaction to when one's colleague is engaged in additional income-generating activity. By drawing on the unique context of hybrid entrepreneurship, I provide a comprehensive view of how team members rationally evaluate the venture experiences brought to the team and how they intentionally react towards hybrid entrepreneurs at work. This extends previous multiple jobholding research that has mostly focused on how engaging in a second job influences full-time job attitudes and behaviors (Campion et al., 2020; Sessions et al., 2021; Sliter & Boyd, 2014). By this study, I show that other employees may have a role to play in how multiple jobholders experience their full-time work role. Thus, other employees may positively or negatively react to the focal multiple jobholders depending on whether they are receiving enrichment or conflict from them.

Third, it has been suggested by numerous researchers and the popular press that engaging in income-generating activity alongside a full-time job is not good (Barnett, 1998; Haas, 1999; Lussier & Hendon, 2018). Despite the majority of studies examining the detrimental aspect of multiple jobholding, some scholars have rather argued that it can help improve full-time job (Sessions et al., 2021). To extend prior research, I simultaneously examined both the positive and negative impact of engaging in income-generating activity alongside a full-time job. The results of the current study show that indeed hybrid entrepreneurship can have a detrimental impact on full-time work when the two activities conflict. However, hybrid entrepreneurship can also be beneficial to full-time jobs when hybrid entrepreneurs are able to acquire and transfer some resources from their venture (Marshall et al., 2019). This way, the current study provides empirical evidence for the double-edged effects of multiple jobholding in general and hybrid entrepreneurship in particular.

Finally, the results of the current study extend relational identity theory (Sluss, & Ashforth, 2007) in two important ways. First, from a cross-boundary perspective, the findings show that the role-relationship between hybrid entrepreneurs and their team members can be influenced by the nature of resources or experiences that is transferred to them from the venture. This is an important finding because prior research applying relational identity theory (Jolly et al., 2020; Methot et al., 2018; Niu et al., 2018; Walumbwa & Hartnell, 2011) have only focused on factors within the organizational boundary as antecedents. However, in this study, I go beyond organization boundaries to explicitly demonstrate that conflicting and enriching resources transferred from hybrid entrepreneurs' side business can impact the relational identification of team members and their subsequent social exchange behaviors towards hybrid entrepreneurs. Moreover, these findings answer the call by previous research (Sluss et al., 2012) to examine specific antecedents of relational identity and identification. Second, the results support psychosocial support and social undermining as mediating mechanisms through which EW enrichment and EW conflict affect work outcomes. This extends relational identity theory by demonstrating psychosocial support and social undermining as powerful identification outcomes from team members. These are two important relational exchange variables that have been found to contribute to the quality of role-relationship between two parties (Duffy et al., 2006; Raabe & Beehr, 2003).

Practical implications

The current study's findings also have several important practical implications. First, from the findings of this study, managers must know that it is not entirely accurate that when employees engage in income-generating activities alongside a full-time job, the full-time job suffers (Barnett, 1998; Haas, 1999). Indeed, this study

reveals that employees may actually procure some resources that can be of immense benefit to their full-time work. Managers and their organizations should consider it a worthwhile endeavor to understand how engagement in venture activities can shape full-time job given the study's findings related to exchange relationships at work. In the end, the findings of this study suggest that engagement in hybrid entrepreneurship can result in a mixture of both positive and negative resources capable of affecting interpersonal exchanges at work and subsequently affecting wage work and venture outcomes. However, given that a lot of employees are engaged in hybrid entrepreneurship (Folta et al. 2010), managers must pay close attention and identify how such venturing activities positively or negatively affect their firm. It is possible that upon a thorough examination, managers may find that the positive effect of venturing activities on their firms may outweigh the negatives.

Second, the findings suggest that venturing activities can influence colleague employees' reactions towards hybrid entrepreneurs. Specifically, I found that depending on the resources coming from the venturing activities, it can lead to negative reactions in the form of social undermining when they conflict with team members' work. However, venturing activities may lead to positive reactions in the form of psychosocial support when they enrich team members' work. Moreover, these reactions have a profound impact on hybrid entrepreneurs' work behaviors and attitudes. These crossover effects have implications for hybrid entrepreneurs on the type of venturing activities they should be engaging in. For them to have quality exchange relationship with their colleague team members, hybrid entrepreneurs should consider and engage in entrepreneurial activities that can help them transfer valuable resources necessary to help team effort at work. Such resources can elicit support from team members towards hybrid entrepreneurs, energizing them and giving them peace

of mind to work. Otherwise, when the venturing activities are harmful to team goals, they may face the consequences of being undermined by their colleagues, which can subsequently affect their work and venture outcomes negatively.

Finally, team members' relational identification with hybrid entrepreneurs demonstrated an important mediational pathway through which resources from venturing activities elicited exchange behaviors. As such, it is an important interpersonal mechanism that can convey support or undermine hybrid entrepreneurs. Therefore, managers could train all their employees to learn and maintain relationships within the organization effectively. An important means managers can use to foster relationship-building behavior is through providing opportunities for internal networking (Spurk, Kauffeld, Barthauer, & Heinemann, 2015). For example, managers through their organizations could offer shared spaces for breaks or organize organizational events with all employees attending to facilitate the communication and interaction among them (Baumeler, Johnston, Hirschi, & Spurk, 2018). Moreover, to facilitate interpersonal harmony, hybrid entrepreneurs should be cognizant of the important role of team members' relational identification and try as much as possible to keep it positive. For instance, a hybrid entrepreneur should be ready to offer team members tangible reasons or an apology for why venturing activities conflicted with full-time job. Again, hybrid entrepreneurs should try as much as possible to reduce the number of times their venture activities will negatively affect wage work tasks. This can help maintain positive interpersonal relationships and reduce undermining.

Limitations and Suggestion for Future Research

Despite the contributions of this study, the current work entails some limitations that should be noted and addressed with future research. First, I did not examine boundary conditions for my serial mediation model. Several contextual and

group variables can shape, change or intensify the direction of the effects found in this study. For instance, research suggests that the workgroup context can shape peer reactions to their colleagues and affects their likelihood to express their perceptions as psychosocial support and social undermining behaviors (Campbell et al., 2017). Workgroup climate can also facilitate or constrain the degree to which team members act upon their individual perceptions and motivations (Chen & Kanfer, 2006). In this regard, future research can examine how competitive and cooperative workgroup climates affect the current study's findings (Brown, Cron, & Slocum Jr, 1998; Campbell et al., 2017). In a competitive working environment where teams may be vying for scarce resources and rewards, a hybrid entrepreneur's negative contribution from his/her venture may receive a stronger reaction from team members than in a cooperative environment. Future research can extend this research by examining these issues.

Again, this study did not address whether hybrid entrepreneurs perceived psychosocial support and social undermining as broader workgroup phenomena. Future research could address the constructs of support and undermine in the context of the broader workgroup. For instance, hybrid entrepreneurs who perceive a great deal of social support or undermining behavior from their team may use the experiences of other team members in assessing the seriousness of the situation. They may for example ask other members whether they are also being psychosocially supported or undermined. The severity of the situation may be different when hybrid entrepreneurs think they are being singled out to be undermined or psychosocially supported versus when everyone is undermined or psychosocially supported in the team (Duffy et al., 2002). If these are teamwide phenomena, they may have only minimal impact on hybrid entrepreneurs than when they believe they have been singled out.

Although I adopted relational identity and social exchange perspectives, future research could explore other perspectives to address the positive and negative effects of venturing activities on full-time work behaviors and attitudes. It is worthy to note that empowerment (Sessions et al., 2021) and entrepreneurial learning perspectives (Marshall et al., 2019) have been used to examine the impact of income-generating activities on a full-time job. In one study, Sessions et al. (2021) found that empowerment resulting from engagement in income-generating activities has both positive (through positive affect) and negative (through attention residue) indirect effects on full-time job performance. It has also been found that engagement in venturing activities provides employees with an opportunity to acquire knowledge and skills beneficial for enacting innovative behaviors (Marshall et al., 2019). An interesting extension of these lines of work would be to examine whether the full-time job has any positive or negative impact on hybrid entrepreneurs' ventures. Hybrid entrepreneurs can acquire skills that may be conducive for venture activities, while at the same time being depleted of their personal resources, which may have an adverse impact on the venture. Future research could employ role enrichment (Cf. Greenhaus, & Powell, 2006) and role conflict perspectives (Rizzo, House, & Lirtzman, 1970) to consider the costs and benefits full-time jobs also have on hybrid entrepreneurs' ventures.

Conclusion

The changing nature of work implies managers would have to deal with employees who have side businesses frequently. In this study, I examined the impact of both EW enrichment and EW conflict on team members' relational identification and exchange behaviors at work and their subsequent impact on hybrid entrepreneurs' work outcomes. I found that while EW enrichment led to improved social relations at

work in the form of psychosocial support, EW conflict led to social undermining. Moreover, whereas psychosocial support had a positive impact on hybrid entrepreneurs' work outcomes, social undermining had a negative impact. The findings from the current study suggest that engagement in business activities can have both positive and negative impacts on full-time jobs. Managers should abreast themselves with these findings and find out ways to maximize the benefits and reduce the costs. This study offers some new insights on the interface between work and nonwork activities, as well as avenues for future research in this field.

TABLE 2. 1: The Influence of Nonwork Activities on Work Outcomes

Authors	Specific Nonwork Activity	Costs		Benefits	
		Organization	Employee	Organization	Employee
Marshall et al. (2019)	Part-time entrepreneurship				Innovative behavior
Sessions et al. (2021)	Side Hustles		Low work performance through attention residue		High work performance through positive affect
Rodell (2013)	Volunteering			Low counterproductive work behavior, High organizational citizenship behavior through job absorption	High task performance through job absorption
Haun, Steinmetz and Dormann (2011)	Nonwork Daily Hassles	Low organizational citizenship behavior (Organization role performance, Innovator role performance, Team role performance)			

				psychological well-being (life satisfaction, self-esteem, and self-acceptance), and managerial skills (interpersonal skills and task related skills)
Ruderman et al. (2002)	Multiple nonwork roles: occupational, marital, parental, community, and friendship			work engagement and proactive behavior (personal initiative, pursuit of learning)
Sonnentag (2003)	Leisure			Job satisfaction
Ford, Heinen and Langkamer (2007)	Family			High job satisfaction, high job involvement, lower job stress, low burnout, low turnover intention
Jamal, Baba and Rivière (1998)	Part-time work		High course preparation per semester	
Sliter and Boyd (2014)	Part-time work	Strain, Stress, long work hours, role conflict		
Rodell, Booth, Lynch and Zipay (2017)	Volunteering		Affective commitment	

Boyd, Sliter and Chatfield (2016)	Family	emotional exhaustion, physical symptoms, and poor life satisfaction, unable to exercise	
Schulz et al. (2017)	Part-time entrepreneurship		higher average earnings
Hurka, Obholzer and Daniel (2018)	Part-time work	lower participation in roll-call votes	draft more committee reports
Frone, Russell and Cooper (1992)	Family	Depression	

TABLE 2. 2:Demographic Characteristics of Interview Participants

Interviewee #	Gender	Education	Wage Work	Wage Work Employer	Entrepreneurial Work	Mode of Interview
1	Female	Masters	Teacher	Government	Dressmaking	face to face
2	Female	Bachelors	Teacher	Government	Fashion retailing	face to face
3	Male	Bachelors	Teacher	Government	Internet services	face to face
4	Female	Bachelors	Teacher	Government	Fashion retailing	face to face
5	Male	Masters	Teacher	Government	Publishing/Food retailing	face to face
6	Female	Bachelors	Teacher	Government	Jewelry retailing	face to face
7	Male	Bachelors	Teacher	Government	Farming	face to face
8	Male	Diploma	Nurse	Government	Electronic gadgets retailing	face to face
9	Female	Diploma	Midwife	Government	Makeup artist	face to face
10	Female	Diploma	Nurse	Government	Home appliances retailing	face to face
11	Male	High School Certificate	Forklift operator	Private	Manufacturing	Phone
12	Female	Bachelors	Teacher	Government	Makeup artist	Phone
13	Male	Bachelors	Teacher	Government	Fashion retailing	Phone
14	Female	Bachelors	Insurer	Private	Fashion retailing	face to face
15	Female	Bachelors	Insurer	Private	Fashion retailing	face to face
16	Male	Bachelors	Insurer	Private	Photography/Video studio	face to face
17	Male	Bachelors	Teacher	Government	Farming	Phone
18	Female	Masters	Teacher	Government	Fashion retailing	Phone
19	Female	Masters	Civil servant	Government	Exporter of coconut shell/hardwood charcoal	Phone
20	Female	Masters	Banker	Private	Makeup artist	face to face
21	Male	Bachelors	Civil servant	Government	Event company	face to face
22	Female	PhD	Lecturer	Government	Manufacturing	face to face

TABLE 2. 3: Descriptive Statistics and Correlations among Study Variables

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<i>Team member ratings</i>																
1. EW Enrichment	5.02	1.47	.94													
2. EW Conflict	4.65	1.46	-.43**	.93												
3. Relational Identification	4.95	1.56	.58**	-.41**	.94											
<i>Hybrid ratings</i>																
1. Age	35.89	7.42														
2. Gender ^a	0.54	0.50	.06													
3. Education ^b	0.87	0.33	.16**	.11*												
4. Entrepreneurial Experience	7.17	3.41	.32**	.15**	.11*											
5. Wage Work Tenure	8.24	4.97	.43**	.12*	.13**	.69**										
6. Psychosocial Support	5.06	1.42	-.01	-.09	.07	-.07	-.08	.88								
7. Social Undermining	4.77	1.45	-.01	-.06	-.12*	-.01	.03	-.37**	.94							
8. Wage Vitality	5.16	1.37	-.03	-.13*	.05	-.08	-.09	.56**	-.45**	.83						
9. Ent. Vitality	5.00	1.50	-.01	.02	.04	-.03	-.07	.58**	-.46**	.61**	.87					
10. Career Optimism	5.27	1.39	-.11	-.15**	-.01	-.08	-.07	.63**	-.33**	.62**	.65**	.92				
11. Identity Harmony	5.03	1.46	-.03	.002	.06	-.05	-.01	.47**	-.38**	.49**	.51**	.45**	.82			
12. Identity Conflict	4.71	1.52	-.02	.002	-.07	-.03	-.01	-.34**	.51**	-.33**	-.38**	-.31**	-.30**	.81		
13. Turnover Intention	4.69	1.73	.07	-.04	-.09	.01	.05	-.37**	.73**	-.37**	-.52**	-.34**	-.32**	.49**	.90	
<i>Supervisor ratings</i>																
14. Wage Work OCB	5.23	1.61	-.03	-.02	.09	-.06	-.11	.62**	-.40**	.61**	.61**	.59**	.43**	-.30**	-.39**	.96

Note: $N = 327$ hybrid entrepreneurs; 788 team members; 327 wage work supervisors. Cronbach's alpha coefficients are shown in boldface on the diagonal.

^a Gender: 1 = male; 0 = female.

^b Education: 1 = bachelor's degree and above; 0 = otherwise.

[†] $p < .10$; * $p < .05$; ** $p < .01$.

TABLE 2. 4: Mediation Model

	Relational ID	Psychosocial support	Social undermining	OCB	Turnover intentions	Wage Vitality	Ent. Vitality	Career Optimism	Identity Conflict	Identity Harmony
Control Variables										
Hybrid's Age	.001 (.01)	.01 (.01)	-.01 (.01)	.004 (.01)	.01 (.01)	.001 (.01)	.01 (.01)	-.02 [†] (.01)	-.01 (.01)	-.01 (.01)
Hybrid's Gender	-.01 (.11)	-.23* (.12)	-.05 (.12)	.08 (.12)	.03 (.13)	-.27* (.11)	.11 (.12)	-0.0275	.12 (.15)	.07 (.15)
Hybrid's Education	.28 (.16)	.20 (.20)	-.34 (.20)	.25 (.20)	-.11 (.24)	.09 (.18)	-.03 (.20)	-.11 (.15)	-.04 (.26)	.09 (.22)
Hybrid's Entrepreneurial Experience	-.001 (.02)	-.01 (.02)	-.01 (.02)	.01 (.03)	-.01 (.03)	-.01 (.02)	.02 (.02)	-.01 (.02)	-.02 (.03)	-.04 (.03)
Hybrid's Wage Work Tenure	-.01 (.02)	-.02 (.02)	.01 (.02)	-.03 (.02)	.002 (.02)	-.01 (.02)	-.03 (.02)	.01 (.02)	.00 (.02)	.03 (.02)
Independent variables										
WE Enrichment	.70** (.05)	.35** (.07)	-.15* (.07)	.36** (.09)	-.15 [†] (.08)	.34** (.07)	.33** (.08)	.39** (.08)	.08 (.10)	.28** (.08)
WE Conflict	-.17** (.04)	-.13* (.06)	.54** (.06)	-.07 (.07)	.30** (.08)	-.04 (.06)	-.18** (.07)	.02 (.05)	.24** (.09)	-.05 (.08)
Mediators										
Relational ID		.32** (.07)	-.18** (.06)	.31** (.08)	-.07 (.08)	.15* (.07)	.26** (.07)	.18** (.07)	-.07 (.09)	.11 (.08)
Psychosocial Support				.30** (.07)	.004 (.07)	.19** (.06)	.20** (.06)	.32** (.06)	-.15* (.07)	.21** (.07)
Social Undermining				.03 (.07)	.59** (.08)	-.11* (.06)	-.02 (.06)	.04 (.05)	.34** (.08)	-.10 (.07)
R ²	.53	.44	.49	.55	.59	.49	.54	.55	.32	.33

Note: *N* = 327 hybrid entrepreneurs; 788 team members; 327 wage work supervisors. Unstandardized regression coefficients are reported, with standard errors in parentheses. Relational ID: relational identification; OCB: organizational citizenship behavior.

For coding of dummy variables, see Table 1.

[†]*p* < .10; * *p* < .05; ** *p* < .01.

TABLE 2. 5: Mediation and Serial Mediation Effects

	Indirect Effects (S.E)	95% BC CI
<i>Mediation Effects</i>		
EW Enrichment→ Relational ID → Psychosocial Support	.223 (.052)	.126, .332
EW Enrichment→ Relational ID → Social Undermining	-.126 (.046)	-.229, -.044
EW Conflict→ Relational ID → Psychosocial Support	-.054 (.017)	-.096, -.026
EW Conflict→ Relational ID → Social Undermining	.030 (.013)	.011, .063
<i>Serial Mediation Effects</i>		
EW Enrichment→ Relational ID → Psychosocial Support → OCB	.067 (.024)	.030, .127
EW Enrichment→ Relational ID → Psychosocial Support → Turnover Intention	.001 (.016)	-.030, .032
EW Enrichment→ Relational ID → Psychosocial Support → Wage Work Vitality	.043 (.018)	.016, .086
EW Enrichment→ Relational ID → Psychosocial Support → Ent Vitality	.045 (.019)	.015, .091
EW Enrichment→ Relational ID → Psychosocial Support → Ent. Career Optimism	.072 (.023)	.036, .125
EW Enrichment→ Relational ID → Psychosocial Support → ID Harmony	.047 (.022)	.017, .105
EW Enrichment→ Relational ID → Psychosocial Support → ID Conflict	-.032 (.019)	-.080, -.004
EW Enrichment→ Relational ID → Social Undermining → OCB	-.004 (.009)	-.024, .013
EW Enrichment→ Relational ID → Social Undermining → Turnover Intention	-.074 (.030)	-.143, -.023
EW Enrichment→ Relational ID → Social Undermining → Wage Work Vitality	.014 (.009)	.002, .040
EW Enrichment→ Relational ID → Social Undermining → Ent Vitality	.002 (.008)	-.013, .021
EW Enrichment→ Relational ID → Social Undermining → Ent. Career Optimism	-.005 (.007)	-.023, .005
EW Enrichment→ Relational ID → Social Undermining → ID Harmony	.013 (.011)	-.003, .043
EW Enrichment→ Relational ID → Social Undermining → ID Conflict	-.043 (.019)	-.094, -.014
EW Conflict→ Relational ID → Psychosocial Support → OCB	-.016 (.007)	-.037, -.007
EW Conflict→ Relational ID → Psychosocial Support → Turnover Intention	.000 (.004)	-.009, .007
EW Conflict→ Relational ID → Psychosocial Support → Wage Work Vitality	-.010 (.005)	-.022, -.004
EW Conflict→ Relational ID → Psychosocial Support → Ent Vitality	-.011 (.005)	-.026, -.004
EW Conflict→ Relational ID → Psychosocial Support → Ent. Career Optimism	-.017 (.007)	-.036, -.008
EW Conflict→ Relational ID → Psychosocial Support → ID Harmony	-.011 (.006)	-.029, -.004
EW Conflict→ Relational ID → Psychosocial Support → ID Conflict	.008 (.005)	.001, .020
EW Conflict→ Relational ID → Social Undermining → OCB	.001 (.002)	-.003, .006
EW Conflict→ Relational ID → Social Undermining → Turnover Intention	.018 (.008)	.006, .039
EW Conflict→ Relational ID → Social Undermining → Wage Work Vitality	-.003 (.002)	-.010, -.001
EW Conflict→ Relational ID → Social Undermining → Ent Vitality	-.001 (.002)	-.006, .003
EW Conflict→ Relational ID → Social Undermining → Ent. Career Optimism	.001 (.002)	-.001, .006
EW Conflict→ Relational ID → Social Undermining → ID Harmony	-.003 (.002)	-.011, .000
EW Conflict→ Relational ID → Social Undermining → ID Conflict	.010 (.005)	.003, .026

Note: 327 hybrid entrepreneurs; 788 team members; 327 wage work supervisors. Unstandardized regression coefficients are reported, with standard errors in parentheses. Bootstrap sample size = 1,000. Relational ID: relational identification; OCB: organizational citizenship behavior; ID Conflict: identity conflict; ID Harmony: identity harmony.

TABLE 2.6. 1: Summary of Hypotheses

Hypotheses	Supported	Not supported
Hypothesis 1a: EW enrichment will relate positively to psychosocial support received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.	✓	
Hypothesis 1b: EW enrichment will relate negatively to social undermining received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.	✓	
Hypothesis 2a: EW conflict will relate negatively to psychosocial support received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.	✓	
Hypothesis 2b: EW conflict will relate positively to social undermining received by hybrid entrepreneurs through the mediating role of team members' relational identification with hybrid entrepreneurs.	✓	
Hypothesis 3a: Psychosocial support will relate positively to OCB towards team members at work.	✓	
Hypothesis 3b: Social undermining will relate negatively to OCB towards team members at work.		✓
Hypothesis 4a: Psychosocial support will relate positively to hybrid entrepreneurs' wage work vitality.	✓	
Hypothesis 4b: Psychosocial support will relate positively to hybrid entrepreneurs' entrepreneurial vitality.	✓	
Hypothesis 5a: Social undermining will relate negatively to hybrid entrepreneurs' wage work vitality.	✓	
Hypothesis 5b: Social undermining will relate negatively to hybrid entrepreneurs' entrepreneurial vitality.		✓
Hypothesis 6a: Psychosocial support will relate negatively to hybrid entrepreneurs' turnover intention.		✓
Hypothesis 6b: Social undermining will relate positively to hybrid entrepreneurs' turnover intention.	✓	
Hypothesis 7a: Psychosocial support will relate positively to hybrid entrepreneurs' entrepreneurial career optimism.	✓	
Hypothesis 7b: Social undermining will relate negatively to hybrid entrepreneurs' entrepreneurial career optimism.		✓
Hypothesis 8a: Psychosocial support will relate negatively to hybrid entrepreneurs' experience of identity conflict.	✓	
Hypothesis 8b: Psychosocial support will relate positively to hybrid entrepreneurs' experience of identity harmony.	✓	

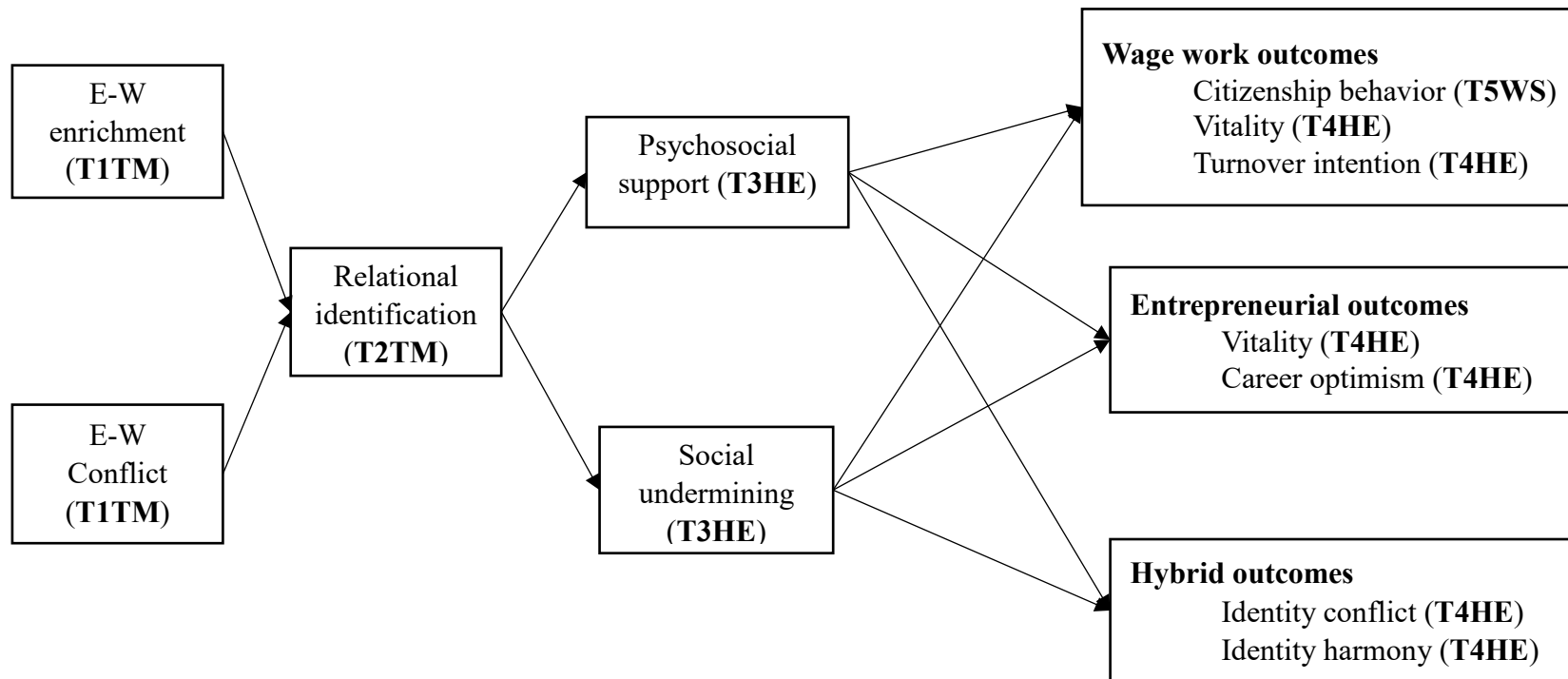
TABLE 2.6. 2: Summary of Hypotheses CON'T

Hypotheses	Supported	Not supported
Hypothesis 9a: Social undermining will relate positively to hybrid entrepreneurs' experience of identity conflict.	✓	
Hypothesis 9b: Social undermining will relate negatively to hybrid entrepreneurs' experience of identity harmony.		✓
Hypothesis 10a: The positive relationship between EW enrichment and OCB is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 10b: The positive relationship between EW enrichment and wage work vitality is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 10c: The positive relationship between EW enrichment and entrepreneurial vitality is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 10d: The positive relationship between EW enrichment and entrepreneurial career optimism is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 10e: The positive relationship between EW enrichment and identity harmony is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 10f: The negative relationship between EW enrichment and turnover intention is serially mediated by relational identification and psychosocial support.		✓
Hypothesis 10g: The negative relationship between EW enrichment and identity conflict is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 11a: The positive relationship between EW enrichment and OCB is serially mediated by relational identification and social undermining.		✓
Hypothesis 11b: The positive relationship between EW enrichment and wage work vitality is serially mediated by relational identification and social undermining.	✓	
Hypothesis 11c: The positive relationship between EW enrichment and entrepreneurial vitality is serially mediated by relational identification and social undermining.		✓
Hypothesis 11d: The positive relationship between EW enrichment and entrepreneurial career optimism is serially mediated by relational identification and social undermining.		✓
Hypothesis 11e: The positive relationship between EW enrichment and identity harmony is serially mediated by relational identification and social undermining.		✓
Hypothesis 11f: The negative relationship between EW enrichment and turnover intention is serially mediated by relational identification and social undermining.	✓	

TABLE 2.6. 3: Summary of Hypotheses CON'T

Hypotheses	Supported	Not supported
Hypothesis 11g: The negative relationship between EW enrichment and identity conflict is serially mediated by relational identification and social undermining.	✓	
Hypothesis 12a: The negative relationship between EW conflict and OCB is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 12b: The negative relationship between EW conflict and wage work vitality is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 12c: The negative relationship between EW conflict and entrepreneurial vitality is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 12d: The negative relationship between EW conflict and entrepreneurial career optimism is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 12e: The negative relationship between EW conflict and identity harmony is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 12f: The positive relationship between EW conflict and turnover intention, is serially mediated by relational identification and psychosocial support.		✓
Hypothesis 12g: The positive relationship between EW conflict and identity conflict is serially mediated by relational identification and psychosocial support.	✓	
Hypothesis 13a: The negative relationship between EW conflict and OCB is serially mediated by relational identification and social undermining.		✓
Hypothesis 13b: The negative relationship between EW conflict and wage work vitality is serially mediated by relational identification and social undermining.	✓	
Hypothesis 13c: The negative relationship between EW conflict and entrepreneurial vitality is serially mediated by relational identification and social undermining.		✓
Hypothesis 13d: The negative relationship between EW conflict and entrepreneurial career optimism is serially mediated by relational identification and social undermining.		✓
Hypothesis 13e: The negative relationship between EW conflict and identity harmony is serially mediated by relational identification and social undermining.		✓
Hypothesis 13f: The positive relationship between EW conflict and turnover intention is serially mediated by relational identification and social undermining.	✓	
Hypothesis 13g: The positive relationship between EW conflict and identity conflict is serially mediated by relational identification and social undermining.	✓	

Figure 2. 1: Theoretical Model. T1TM = rated by team members at Time 1; T2TM = rated by team members at Time 2; T3HE = rated by hybrid entrepreneurs at Time 3; T4HE = rated by hybrid entrepreneurs at Time 4; T5WS = rated by wage work supervisors at Time 5



GENERAL DISCUSSION

For many employees, their daily routine entails participating in side-businesses in conjunction with a full-time day job. Despite this being a very common phenomenon, prior organizational research and theory have been slow to catch up with the developments in this type of work arrangement (Marshall et al., 2019). The two essays sought to advance understanding of how the interactions between venture work and wage employment affect work outcomes in both roles. I take a more balanced approach to hybrid entrepreneurship and accounts for both the benefits that may be accrued as well as its potential downsides. Interestingly, while traditional management practice frowns on employees engaging in venturing activities in addition to wage work (Jamal & Crawford, 1981), this paper suggests that employees can reap some benefits when they engage in venture work. It further shows that coworkers other than the hybrid entrepreneurs also stand to benefit from venturing activities conducted outside of the employee role. However, there are also potential downsides on both hybrid entrepreneurs and their wage work colleagues that must be noted. Such a balanced approach advances our understanding of hybrid entrepreneurship and contributes to theory.

In essay 1, role identity theory (Burke & Stets, 2009) guided my investigation of how different levels of the two role identities of hybrid entrepreneurs affect work effort and performance in both roles. Overall, I found that when one work role identity is higher than the other, effort in that role is enhanced. Specifically, entrepreneurial effort becomes enhanced when entrepreneurial identity is higher than wage work identity. Wage work effort is high when wage work identity is higher than entrepreneurial identity. I also found that work effort in both roles is high when both

identities are low rather than when both identities are high. This work contributes to the ongoing debate concerning whether multiple identities can be activated simultaneously (Ramarajan, Berger, et al., 2017) or hierarchically (Stryker, 1980). Thus, whereas most studies have examined either the impact of simultaneous activation of multiple identities or identity salience on an outcome, the current study design offers the opportunity to examine both theoretical perspectives. More importantly, this study advances role identity theory by specifying and examining the consequence of when one identity is higher than the other and when both identities are at the same level.

By integrating role identity theory with self-regulation theories of resource allocation, I advance role identity theory. The traditional view of role identity theory is that once activated, identity motivates individuals to put up certain behaviors. This view does not give an idea of what happens when multiple role identities are activated at the same time. However, based on self-regulation theories of resource allocation (Muraven & Baumeister, 2000), I show that while the activation of a single role identity may be good for that role, multiple activations of identities may be bad. Specifically, when only one role identity is high, it motivates individuals to regulate their personal resources to that role, leading to high work effort in that role. However, I found that the activation of multiple identities may drain personal resources needed to maintain appropriate behavior in either role hence resulting in self-regulation impairment and leading to lower effort in both roles.

Practically, the findings suggest that interestingly, low identity hybrid entrepreneurs may not always put in low work effort in their work than their high identity peers. In fact, the congruence effect I found suggests that in a situation in which hybrid entrepreneurs have low identities in both roles, relatively high work

effort and positive work outcomes may still be obtained. Therefore, there may be an unexpected reduction in productivity in both roles when entrepreneurial partners and wage work supervisors rapidly embrace policies to encourage high identity when the entrepreneurial or wage work identities are low. It may not be advisable for hybrid entrepreneurs to strive for a higher identity when both identities are low. On the contrary, when both entrepreneurial and wage work identities are high, work effort and subsequent performance suffer.

Essay 2 builds on recent research indicating that engagement in income-generating activities in addition to wage work leads to positive consequences for the employee role (Marshall et al., 2019; Sessions et al., 2020). I extend this finding from a spillover perspective to a crossover perspective (Westman, 2001) by examining how such positive outcomes may extend beyond hybrid entrepreneurs themselves. To do this, I draw on the relational identity theory (Sluss, & Ashforth, 2007) to advance understanding of how venturing activities outside of employed work may impact team members' relational identification at wage work. Supporting the crossover model proposed by Westman (2001), the findings showed that venturing experiences of hybrid entrepreneurs can cross over to their wage work colleagues. In this specific case, hybrid entrepreneurs' EW enrichment and EW conflict were significantly correlated with coworkers' relational identification and exchange behaviors towards them. These findings are in line with prior studies suggesting that supervisors' experiences can affect subordinates' own experiences (Carlson et al., 2011; Manzoni & Barsoux, 2002; Westman & Etzion, 2005); however, the current findings broaden these studies by integrating and examining the crossover of both positive and negative experiences simultaneously. Furthermore, this study delineates the mechanism linking the transfer of venture experiences and their impact on workplace relationships. As hypothesized

based on relational identity theory (Sluss, & Ashforth, 2007), the results suggest that coworkers who receive positive venturing experience tend to have high relational identification with hybrid entrepreneurs, which in turn enables them to build a positive relationship with hybrid entrepreneurs at work. On the other hand, coworkers tend to have lower relational identification with hybrid entrepreneurs when they receive negative venturing experiences, and this leads to negative workplace relationships.

Consistent with previous research on workplace interactions (Duffy et al., 2002), I found that hybrid entrepreneurs who experience greater positive workplace relationships with their coworkers exhibited positive work outcomes in both their wage work and entrepreneurial roles. For instance, the relationship between psychosocial support and OCB, vitality in both roles, entrepreneurial career optimism and identity harmony were positive. On the contrary, social undermining (a negative workplace relationship) positively and significantly predicted turnover intention and role conflict but rather reduced wage work vitality. Thus, these results contribute to the field by demonstrating that workplace interactions affect a range of behaviors (Pitts et al., 2011). Interestingly, results for the influence of psychosocial support on hybrid entrepreneurs' turnover intention were not significant. Also, the effect of social undermining on OCB, entrepreneurial career optimism and vitality and identity harmony was not significant. Although evidence shows that workplace relationship affects some of these work outcomes (Duffy et al., 2002; Pitts et al., 2011), the current findings indicate that psychosocial support and social undermining may not be effective predictors of these non-significant relationships.

In terms of practical implications, this research demonstrates to hybrid entrepreneurs the far - reaching effects that venturing experiences exert on both

themselves and their coworkers. Further, it demonstrates to hybrid entrepreneurs to be mindful of the experience they bring to the wage work from their venture. Venturing experiences such as practical experiences and multiple viewpoints on an issue may serve as resources for coworkers in the employed job. Therefore, hybrid entrepreneurs should view those experiences as investments in their coworkers that will enhance the type of relationship they will have at work (Cooper et al., 2018). On the other hand, negative venturing experiences that interfere with coworkers' performance can be seen as a harmful cost to workplace relationships (Duffy et al., 2002). Having such a balanced view of the possible experiences to be transferred to the wage work can help hybrid entrepreneurs minimize the costs while maximizing the benefits.

CONCLUSION

In conclusion, the current research examined the phenomenon of hybrid entrepreneurship. Although this phenomenon is prevalent, it has received scant research attention. The two essays reported here examined the positive and negative consequences of having a business in addition to wage work. I found that the interplay of the two work role identities has an interesting impact on outcomes in both roles. In dual identities situations, the impact of one identity cannot be examined independently of the other. Thus, having a high or low identity in one role may have consequences on the other role. Moreover, while previous multiple jobholding research has heavily criticized multiple jobholding, the current studies show that it could have some benefits. Indeed, I found that although there are some negatives, there are also some positives that can be harnessed for the mutual benefit of hybrid entrepreneurs and their coworkers. Overall, these studies advance understanding of hybrid entrepreneurship and its implications for employees, coworkers and organizations as well as open avenues for future research.

APPENDICES

Study 1 Measures

*All scales were rated on seven-point Likert scale (1 = *strongly disagree*, 7 = *strongly agree*)

To what extent do you agree with each of the following statements?

Entrepreneurial Identity

1. My entrepreneurial identity is an important reflection of who I am.
2. Overall, my entrepreneurial identity has very little to do with how I feel about myself.
3. In general, my entrepreneurial identity is an important part of my self-image.
4. My entrepreneurial identity is unimportant to my sense of what kind of a person I am.

Wage work identity

1. My employee identity is an important reflection of who I am.
2. Overall, my employee identity has very little to do with how I feel about myself.
3. In general, my employee identity is an important part of my self-image.
4. My employee identity is unimportant to my sense of what kind of a person I am.

To what extent you agree with each of the following statements about your entrepreneurial work?

Entrepreneurial Effort

1. As a hybrid entrepreneur who also have a wage work, I work as hard as I can to achieve my entrepreneurial objectives.
2. As a hybrid entrepreneur who also have a wage work, I do the best I can even when the entrepreneurial workload is heavy.
3. As a hybrid entrepreneur who also have a wage work, I make an effort to attain high entrepreneurial performance levels.
4. As a hybrid entrepreneur who also have a wage work, I try to do the best of my ability to realize my entrepreneurial goals even when experiencing setbacks.
5. As a hybrid entrepreneur who also have a wage work, most times I go out of my way to accomplish my entrepreneurial goals.

To what extent you agree with each of the following statements about your wage work?

Wage Work Effort

1. As a hybrid entrepreneur who also have a wage work, I work as hard as I can to achieve my wage work objectives.
2. As a hybrid entrepreneur who also have a wage work, I do the best I can even when the wage work demands are heavy.
3. As a hybrid entrepreneur who also have a wage work, I make an effort to attain high wage work performance levels.

4. As a hybrid entrepreneur who also have a wage work, even when experiencing setbacks, I try to do the best of my ability to realize my wage work goals.
5. As a hybrid entrepreneur who also have a wage work, most times I go out of my way to accomplish my wage work goals.

To what extent do you agree with each of the following statements about your entrepreneurial partner?

Entrepreneurial Performance

1. He/she carries out the core parts of this business well.
2. He/she completes the core tasks required by this business well using the standard procedures.
3. He/she ensures his/her part of work in this business were completed properly.
4. He/she has dealt effectively with changes affecting this business (e.g., stock problems).
5. He/she has learnt new skills or taken on new roles to cope with changes in this business (e.g., low patronage).
6. He/she always responds constructively to changes in the way this business operates.
7. He/she often suggests ways to make this business more effective.
8. He/she often develops new and improved methods to help this business perform better.
9. He/she often improves the way this business does things.

To what extent you agree with each of the following statements about your subordinate?

Wage Work Performance

1. He/she carries out the core parts of his/her job well.
2. He/she completes his/her core tasks well using the standard procedures.
3. He/she ensures his/her tasks were completed properly.
4. He/she adapts well to changes in his/her core tasks.
5. He/she copes with changes to the way he/she has to do his/her core tasks.
6. He/she learned new skills to help him/her adapt to changes in his/her core tasks.
7. He/she initiated better ways of doing his/her core tasks.
8. He/she come up with ideas to improve the way in which his/her core tasks are done.
9. He/she made changes to the way his/her core tasks are done.

Interview Questions

1. Which of the two roles do you really identify with and why?
2. How would you describe your effort in each role?
3. Any examples of how you show your effortfulness and engagement in either role.
4. How would you describe your performance in each role? Which of the roles are you more proactive? Which of the roles are you able to adapt to changes that affect your work easily?

5. Now I want to ask you to think about a time when an important event at either the wage work or entrepreneurial work. How did this event test your creative and performance abilities?

Study 2 Measures

*All scales were rated on seven-point Likert scale (1 = *strongly disagree*, 7 = *strongly agree*)

EW Enrichment

My hybrid entrepreneurial colleague's TRANSFERRED RESOURCES from his/her business activities ———.

1. Helps group members understand different viewpoints, and this helps us perform better in the wage work.
2. Helps group members gain knowledge, and this helps us perform better in the wage work.
3. Helps group members acquire skills, and this helps us perform better in the wage work.
4. Puts group members in a good mood, and this helps us perform better in the wage work.
5. Makes group members feel happy, and this helps us perform better in the wage work.
6. Makes group members cheerful, and this helps us perform better in the wage work.
7. Helps group members feel personally fulfilled, and this helps us perform better in the wage work.
8. Provides group members with a sense of accomplishment, and this helps us perform better in the wage work.
9. Provides group members with a sense of success, and this helps us perform better in the wage work.

To what extent do you agree with each of the following statements about how your hybrid entrepreneurial co-worker affects your work group in the wage work?

EW Conflict

1. His/her venture work keeps him/her from providing group members with the necessary support for their wage work.
2. He/she has so many venture tasks to do that it takes away from his/her personal interests in supporting group members in the wage work.
3. His/her venture tasks make it difficult for him/her to maintain the time needed for supporting group members' wage work activities.
4. His/her venture work takes up time that he/she used to spend on supporting group members' wage work activities.
5. His/her venture work often interferes with his/her wage work responsibilities in supporting group members.
6. He/she often brings work from his/her venture to do at wage work, which conflicts with group members' wage work.

7. The time he/she devotes to his/her venture work keeps him/her from participating equally in wage work activities in terms of supporting group members.
8. He/she doesn't have enough time to fulfill wage work activities in terms of supporting group members.
9. He/she spends too much time on his/her venture work, which conflicts with group members' wage work.
10. He/she has to miss wage work activities due to his/her venture, which conflicts with group members' wage work.

To what extent do you agree with each of the following statements about your relationships with group members in the wage work?

Relational Identification

1. Group members feel connected with this hybrid entrepreneurial co-worker.
2. Around this hybrid entrepreneurial co-worker, group members feel that they really belong.
3. Group members feel so close to this hybrid entrepreneurial co-worker.
4. Group members have a sense of togetherness with this hybrid entrepreneurial co-worker.
5. Group members feel related to this hybrid entrepreneurial co-worker.
6. Group members catch themselves losing all sense of connectedness with this hybrid entrepreneurial co-worker.
7. Group members believe there is a sense of brotherhood/sisterhood with this hybrid entrepreneurial co-worker.
8. Group members feel they do a lot of things together with this hybrid entrepreneurial co-worker.

To what extent do you agree with each of the following statements about your relationships with group members in the wage work?

Psychosocial support

1. My group members share personal problems with me.
2. My group members socialize with me after work.
3. My group members exchange confidences with me.
4. My group members consider me to be their friend.
5. My group members often go to lunch with me.

* Social undermining was rated on seven-point Likert scale (1 = *Never*, 7 = *Always*)

Social undermining

In the last month, how often has your group members...

1. Insulted you
2. Given you the silent treatment
3. Spread rumors about you
4. Delayed work to make you look bad or slow you down
5. Belittled you or your ideas
6. Hurt your feelings
7. Talked bad about you behind your back
8. Criticized the way you handled things in a way that was not helpful
9. Not given you as much help as promised
10. Given you incorrect or misleading information about the job

11. Competed with you for status and recognition
12. Let you know they did not like something about you
13. Not defended you when people spoke poorly of you

To what extent you agree with each of the following statements about your entrepreneurial work?

Entrepreneurial Vitality

1. In my entrepreneurial work, I feel alive and vital.
2. In my entrepreneurial work, I have energy and spirit.
3. In my entrepreneurial work, I do not feel very energetic.
4. In my entrepreneurial work, I feel alert and awake.
5. In my entrepreneurial work, I am looking forward to each new day.

To what extent you agree with each of the following statements about your wage work?

Wage work vitality

1. In my wage work, I feel alive and vital.
2. In my wage work, I have energy and spirit.
3. In my wage work, I do not feel very energetic.
4. In my wage work, I feel alert and awake.
5. In my wage work, I am looking forward to each new day.

To what extent do you agree with each of the following statements about your entrepreneurial work?

Career Optimism

1. In my entrepreneurial work, I rarely count on good things happening to me in my entrepreneurial work.
2. In my entrepreneurial work, it is easy for me to relax.
3. In my entrepreneurial work, I hardly ever expect things to go my way in my entrepreneurial work.
4. If something can go wrong for me, it will in my entrepreneurial work.
5. In my entrepreneurial work, I enjoy my friends a lot.
6. In my entrepreneurial work, it is important for me to keep busy.
7. Overall, I expect more good things to happen to me than bad in my entrepreneurial work.
8. I am always optimistic about my entrepreneurial future.
9. In my entrepreneurial work, I don't get upset too easily.
10. In uncertain times, I usually expect the best for my entrepreneurial venture.

To what extent you agree with each of the following statements about your wage work?

Turnover

1. I often think of leaving my current wage work.
2. It is very possible that I will leave my current wage job next year.
3. If I may choose again, I will choose to work for my current wage work.

To what extent you agree with each of the following statements?

ID Conflict

1. Life would be easier if I was only an employee or an entrepreneur rather than both.
2. Being a good entrepreneur interferes with being a good employee.

3. I feel that being an employee is opposed to my entrepreneurial work.

To what extent you agree with each of the following statements?

ID Harmony

1. I am glad that I am both an employee and an entrepreneur.
2. I am a better employee because I am also an entrepreneur.
3. I appreciate being an employee because it helps me be a better entrepreneur.

To what extent you agree with each of the following statements about your subordinate?

Organizational citizenship behavior

1. Helps others who have been absent.
2. Helps others who have heavy workloads.
3. Helps orient new people even though it is not required.
4. Willingly helps others who have work related problems.
5. Is always ready to lend a helping hand to those around him/her.

Interview Questions

1. Describe examples of how you transfer the conflicts (e.g., time, stress) from your business to your wage work, which undermines your performance at your wage work.
2. How does such resource/conflict transfer affect your wage work colleagues and teams?

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