

Does Personal Entrepreneurship Promote an Innovative Environment in Public Sector Organization?

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Abstract: *The degree to which entrepreneurial work may increase innovation at organizational levels has been shown as an undiscovered aspect of the interaction between company and entrepreneurship. This study highlighted the reality that many entrepreneurs have jobs outside their organizations and that the relationships between these positions have significant implications for their lives. Using a primary data sample of 1245 working in public sector organization involved in personal entrepreneurship, this research experimentally examines personal entrepreneurship for promoting innovative environment and innovative behaviors. This study also offered numerous critical human and organizational characteristics that might influence these interactions in terms of understanding the inner role characteristics of entrepreneurs who are also engage in employment. This research has significant consequences on how academics see personal entrepreneurs. Involvement in entrepreneurship and entrepreneurial professions is evaluated in a dichotomous manner.*

Keywords: Personal entrepreneurship, innovative environment, exploratory and exploitative innovative behavior

Introduction

An increasing number of studies emphasizes the significance of comprehending specialized learning via entrepreneurial activities (Andersson & Löf, 2012; Jardon et al., 2019). Entrepreneurial learning theory, in conjunction with entrepreneurial research (Corcione, 2018), reveals what, why, and how people learn to behave and operate in innovative ways (Merkel, 2019). Entrepreneurial learning is critical to an individual's entrepreneurial success and existing businesses (Salamon, 2020). Indeed, extensive study is being conducted to understand better how businesses may support and grow their workers' creative, entrepreneurial behaviors to gain a competitive edge (Bajard, 2020). While researchers have researched individual ventures and traits inside existing businesses separately, little study has explored the possible connection between these two learning environments; the exception being learning spillover via corporate incubator and business spinoffs (Burke, & Cowling, 2020). However, personal entrepreneurship is an underserved entrepreneurial environment that might provide activity (for example, into how individual entrepreneurial education can significantly impact entrepreneurship inside an organization).

Individuals involved in entrepreneurial pursuits outside the business though keeping primary pay jobs, are termed personal entrepreneurs, a concept that has established little attention in the entrepreneurship and management literature (Zhao et al., 2020). Given that, according to some estimates, 80 percent of entrepreneurs also hold regular paid positions, the lack of scholarly interest in employees is quite surprising (Stephan, 2018). Although studies have shown that personal entrepreneurship provides possibilities for learning (Perspectives, 2018), this learning is often focused on a new business or a future entrepreneurial profession rather than broad entrepreneurial qualities. On the other hand, individuals operating businesses are more likely to gain or enhance their inventive and creative skill sets since they "learn by doing" tasks requiring various entrepreneurial abilities (Hannák, Wagner, Garcia, Mislove, Strohmaier, & Wilson, 2017). While this entrepreneurship skill set will be employed in the entrepreneurial enterprise, researchers have yet to hypothesize its consequences on the company where the personal entrepreneur works. Most studies think personal entrepreneurship is only a step towards a transitory stage before entering the entrepreneurial world. However, no research has shown whether or not these freelancers always migrate towards entrepreneurship or how rapidly they change, implying that large amounts of time may be spent in stages of "hybridity" where the central organization may be altered. This study investigates how personal entrepreneurship influences individual inventive behavior in central organizational positions.

These entrepreneurs account for a sizable proportion of the self-employed population. Their research might significantly contribute to our present knowledge of entrepreneurial processes and the contextual Understanding of entrepreneurship (Cubbon et al., 2021). They investigated personal entrepreneurship's possible creative learning benefits by identifying an essential learning setting (Akhmetshin et al., 2019). Scholars have only hinted at the learning consequences of personal entrepreneurship; nevertheless, this research contends that these impacts may be directed not just toward the entrepreneurial enterprise but also the company where the worker works full-time. As a result, this research adds to the literature on internal entrepreneurship (Norbäck & Styhre, 2019) and organizational behavior (Orel et al., 2020) by investigating a possible driver of entrepreneurial behaviors in the workplace.

This study focuses on personal entrepreneurship and employee organizational innovative behavior. This information is based on replies from personnel in 43 departments, including accounting and finance, logistics, program management, procurement, maintenance, engineering, research & innovation, and business development. These entities are also geographically dispersed since the poll contains answers from IBECHS Pakistan personnel operating in eight different divisions.

A review of the relevant literature and extensive information regarding the data and technique used to achieve the study's hypotheses. The empirical findings are presented and explored in depth. This research has significant consequences on how academics evaluate personal entrepreneurship in the area of entrepreneurship. Participation in entrepreneurship and employment is noticed in either permanently creating/managing firms or not. However, this study expanded on the few previous studies that looked at personal entrepreneurship, which is not part of the present dichotomy.

Literature Review and Hypotheses

Entrepreneurship has grown in importance as an area of study, yet there is still debate on what comprises entrepreneurship and an enterprising career (Shane, 2000). Because this research, like others (Douglas & Shepherd, 2002), defines entrepreneurship with an all word that encompasses all types of self-employment activity, it utilizes the terms "entrepreneurship" and "self-employment" interchangeably throughout the article to argue for spillover effects between the two dimensions of employment. Using this description, it is possible to think about the self-employed businessman and the employee who receives wage employment.

Gänsler-Stickler, Schulz, and Schwens (2022) use real options theory to explain entrepreneurship and discover that risk-averse persons are more inclined to take the freelancing, gradual method. Furthermore, these researchers discovered that personal entrepreneurship outperforms self-employment regarding venture survivability. Block and Landgraf (2019) investigate how financial reasons influence the choice to switch from personal entrepreneurship to self-employment. Their results show that those who pursue personal entrepreneurship to increase their income are less likely to pursue entrepreneurial careers than those driven by freedom and self-realization. This research undoubtedly illustrates a fundamental assumption from prior studies on personal entrepreneurship: it is simply a transitory entrepreneurial stage to self-employment. However, the research also reveals that some people may never pursue an entrepreneurial career. Furthermore, the quantity of time spent in hybridity is seldom, if ever, assessed. As a result, it should not be expected that all personal entrepreneurs ultimately become self-employed or that personal entrepreneurship is a fad.

Personal Entrepreneurship and innovative behavior of Employees

Personal entrepreneurial endeavors undoubtedly provide valuable entrepreneurial experiences through which people may gather and grow entrepreneurial expertise. (Engelen et al., 2012) For example, they argue that independent entrepreneurs learn a lot about themselves and how they fit individually in business environments. Likewise, Raffie and Feng (2014) believe that personal entrepreneurs gain critical skills and capacities in a low-risk environment that is required for self-employment. According to another research, people who start businesses know little about their true entrepreneurial qualities. Therefore personal entrepreneurship gives necessary experiences for learning how to behave entrepreneurially (Bin Md Yusoff et al., 2016). As a result, it seems that persons involved in personal entrepreneurial initiatives have comparable learning experiences to those engaged in enterprises and, consequently, build similar entrepreneurial expertise.

Personal entrepreneurship has comparable experiences and knowledge to those who pursue the business full-time. The literature on personal entrepreneurship expects that learning and newly gained knowledge will be allocated to the entrepreneurial activity and its surrounding environment, such as network development and improving competencies for transition into regular self-employment (Violeta, Ligia, & Nicolae, 2021). As a result, persons involved in personal entrepreneurship have at least two avenues for leveraging and expanding their entrepreneurial expertise and newly gained management skills: the venture and the principal organization.

Personal entrepreneurial expertise may transfer to their principal organizational jobs as they gain personal entrepreneurship experience. Since these organizations promote and often reward inventive conduct, employees will most likely seek creative solutions to challenges they encounter in their firms (Roomi, 2011). Indeed, as work has grown more knowledge-based, organizational leaders have been keener to leverage their workers' innovativeness and inventiveness (Andrew Burke & Cowling, 2020). Organizations, like individual entrepreneurs, utilize and explore innovations (Schulte-Holthaus, 2018). As a result, personal entrepreneurs have the skills required to achieve these organizational goals. This person may be likelier to exhibit exploratory creativity in the workplace by seeking new methods to enhance organizational processes, extend or go beyond management needs, and look for new technology to accomplish work better. Similarly, these people may be more capable of implementing exploitative innovation by making current procedures more efficient and identifying synergies among colleagues to complete a job more successfully. As a result, based on the viewpoints of entrepreneurial education and role enrichment, this research proposes the following:

Hypothesis 1: The amount to which a person participates in personal entrepreneurship is positively linked with innovative exploratory behavior in organizational employee jobs.

Hypothesis 2: The amount to which a person participates in personal entrepreneurship is positively

Innovative Environment as a Moderator

Environment is often researched as a group or organization-wide characteristic rather than an individual's awareness level (Lucky, 2011). Thus, an environment for innovation exists when group regulations and norms reward and promote innovative activity (Irene et al., 2021). A supply of resources for organizational actors to engage in innovative behavior, performance perks associated with innovation, and standard voicing of innovative thinking where organizational members feel secure in freely sharing ideas are all crucial aspects of a climate for innovation (Andrew Burke et al., 2020).

When innovative behavior is the norm in a work unit, personal entrepreneurs are more likely to be encouraged to apply their entrepreneurial knowledge and expertise to workplace innovation. Perhaps most crucially, when a work unit offers the psychological stability to support and advocate innovative ideas, personal entrepreneurs are more likely to feel liberated from the danger and uncertainty that often accompany explorative and exploitative innovation (Evangelista et al., 2017). Furthermore, by sending clear cues about what exploratory and exploitative conduct looks like inside the unit, a creative atmosphere might assist personal entrepreneurs in realizing how their entrepreneurial abilities could be applied in their job activities (Sun et al., 2018).

On the other hand, a lack of a creative atmosphere would imply to personal entrepreneurs that their obtained entrepreneurial skills do not apply to their employment responsibilities or are not respected. Therefore. As a result, the link between personal entrepreneurship and innovative behavior will deteriorate.

Hypothesis 3: Innovative environment moderates the relationship between participation in personal entrepreneurship and innovative exploratory behavior in organizational employee positions.

Hypothesis 4: An innovative environment moderates the relationship between personal entrepreneurship and innovative exploitative conduct in organizational employee positions.

The final circumstance investigated in this work reveals that it potentially influences the personal entrepreneurial experience (See Figure 1).

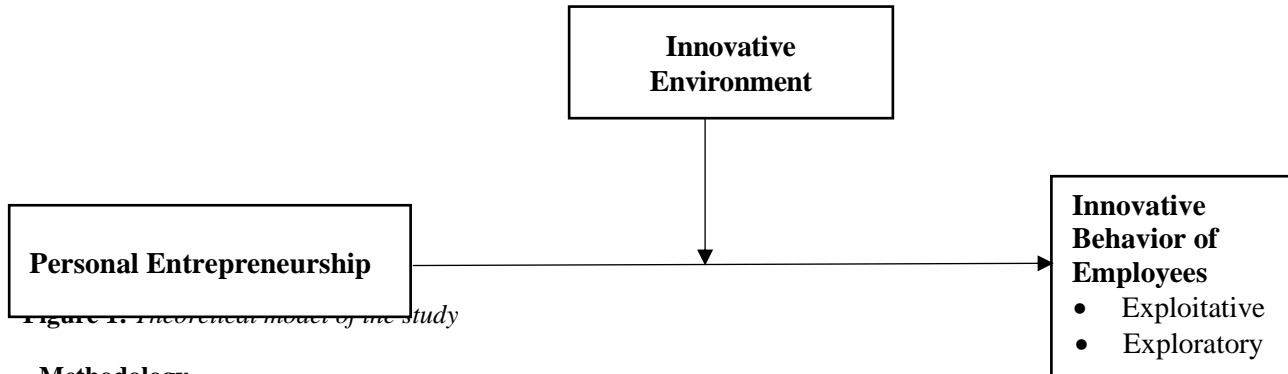


Figure 1: Theoretical model of the study

Methodology

Data

This research's survey-based, the cross-sectional approach was used to capture the links between the amount to which people operate side enterprises and personal entrepreneurial activity in their employment responsibilities. The choice to study a cross-section of employee behavior stems from a desire to learn how personal entrepreneurship influences employee behavior. As a result, a cross-sectional approach enables researchers to investigate the contemporary consequences of entrepreneurial orientation on employees.

After reviewing the proposed survey items, the top management of a large government organization, Intelligence Bureau Employee's Cooperative Housing Society Islamabad (IBECHS), agreed to include the survey as part of a more considerable organizational benefit conducted throughout the firm to determine employee satisfaction and leadership effectiveness. The instrument was issued to about 7,500 personnel using the firm's internal survey system from February 8 to April 16, 2022, with 1,978 replies for a response rate of 26%. 733 of these were declared incomplete due to nonresponse to at least three or more whole portions of focus questions. Employees of a government agency were chosen for survey administration for various reasons. First, due to tight recruiting restrictions that ensure a diverse staff, government firms often provide a more considerable workforce diversity than private businesses. This study, for example, included males (71%), females (29%), military personnel (31%), civil service employees (69%), and various education levels (27 percent with an advanced degree, 26 percent with a college degree, 12 percent completing high school only, and 33 percent with some education beyond high school), and ages ranging from 20 to

64 years old with an average of 37.68 years old. This sample includes comments from workers in 43 various departments, such as finance and accounting, logistics, program management, human resources, procurement, administration, engineering, research & innovation, business development, and so on. These units are also geographically spread since the poll contains answers from IBECHS Pakistan personnel operating in eight different divisions.

Measurements

Personal entrepreneurship: The amount to which people participate in personal entrepreneurship. It is critical to correctly describe the variable and learn how previous research has recommended measuring it to capture the personal entrepreneurship construct effectively. Personal Entrepreneurship is a broad term with several meanings (Bögenhold et al., 2014). However, it is widely understood that an entrepreneur working outside a corporation is concerned with recognizing or generating chances to generate value via establishing and managing new enterprises or companies (Hillman & Baydoun, 2020). Based on this article's description and the literature research, this study defines personal entrepreneurship as persons who are finding and developing new venture ideas or presently managing businesses while working for a primary company.

Exploratory factor analysis revealed a single factor with all item loadings more prominent than 0.60. However, owing to low loadings and poor fit, two items were removed from the further study during confirmatory factor analysis, as will be detailed soon. These questions inquired about an individual's self-employment and management of for-profit and non-profit companies. Given the literature's contrast between job creation and self (Baitenizov et al., 2020), it is understandable why this item did not rank as highly as others. Furthermore, asking respondents about their for-profit and charity experiences may be perplexing and seen as a request to differentiate a venture. As a result, it is appropriate to exclude it from future analyses. The final three-item scale has a reliability of 0.97.

Exploratory and exploitative innovative behavior: Individual employee innovative behavior has been evaluated in several ways. (Andrew Burke & Cowling, 2020) based their evaluation of employee creativity on supervisor assessments using an essential six-item six-item measure spanning from creating innovative ideas to establishing strategies for implementing new ideas. This measure's variants span from three-item peer-reported (Wu, Parker, & De Jong, 2014) to 25-item self-reported measures (Dorenbosch, van Engen, & Verhagen, 2005). Each scale seeks to reflect the phases of innovative behavior, such as issue and idea recognition, concept advocacy, and execution (Baitenizov et al., 2020). While most researchers have focused on organizational exploratory and exploitative innovation, fewer have focused on individual exploratory and exploitative innovation at work. As a result, (Burke et al., 2020) organizational measures were revised to create an individual-level scale measuring exploratory and exploitative innovative activity at work. These items cover each step of innovation while distinguishing between exploratory and exploitative actions. The test asks respondents to rate how much they agree or disagree with phrases such as "I promote and advocate innovative ideas to others" and "I seek out new technologies, procedures, and approaches to better how my job is completed" on a seven-point Likert scale. As a result, this study is based on self-reported ratings. The reliability of the six items for innovative exploratory behavior was 0.96, while the reliability of the six items for innovative exploitative conduct was 0.97.

Innovative environment. This study measured the work-unit environment for innovation using a five-item instrument. Respondents were asked to agree/disagree with statements referring to unit-level innovative behavior, such as "Employees in my work unit regularly encourage everyone else to explore new ideas and try new ways of doing things." The responses were then categorized and assigned to a particular work-unit level. The mean $rwg(j)$ for a work-unit innovative environment is 0.76 (range = 0.71-0.87) (James, Demaree, & Wolf, 1984), which was higher than the typical 0.70 criterion (Bliese, 2000). Interclass correlations for the environment were also computed, as recommended by Bliese (2000). The ICC(1) was 0.24, and the ICC(2) was 0.74, both of which are within the acceptable levels specified in aggregation or multilevel research (Bliese, 2000; Glick, 1985). In addition, an ANOVA test was performed, which revealed substantial ($F=3.87$) between-group variation in the environment.

Controls: Several possible controls were incorporated to confirm the suggested model's validity. Several possible demographic characteristics may impact the validity of personal entrepreneurship spillover effects linkages. When one spouse is the only provider for the household, men and women may have different aspirations to participate in personal entrepreneurship. As a result, gender is an important control variable. Another critical control variable is age, since younger people may naturally be more innovative in an organization owing to technology awareness and fundamental generational differences.

Similarly, older individuals may be more motivated to participate in personal entrepreneurship since they are farther along in their professions and less ready to seek self-employment permanently. Education is also likely to influence an individual's proclivity to seek entrepreneurship and be innovative. Organizational Tenure is another significant control variable. An employee's time with a business will likely influence their career direction. Similarly, the organizational position can influence career perspectives, learning orientations, entrepreneurial involvement, and innovative behaviors. Job happiness was controlled since discontent may lead to personal entrepreneurship and fewer innovative behaviors.

Results

Assessment of Validity

This study first performed a CFA in R using the lavaan package (version 3.2.3) to examine discriminant validity. A measuring model was created using the seven multi-item components (excluding the employee job orientation category). This proposed model matched the data reasonably well ($\chi^2 = 1989.20$, $df = 475$, $p < .01$; CFI = .97, TLI = .96, GFI = .90, RMSEA = .05). When compared to other theoretically reasonable models, the model fit revealed a superior overall match: Five-factor model with exploring, exploit, and innovative environment constrained to the same factor ($p < .01$; CFI = .72, TLI = .69, GFI = .55, RMSEA = .15); Four-factor theory with personal entrepreneurship, explore, exploit, and innovative environment constricted to the same factor ($p < .01$; CFI = .69, TLI = .66, GFI = .53, RMSEA = .15). Furthermore, the external loadings estimates of each construct were contrasted to the correlation values between related pairs of constructs, and in each instance, the AVEs were larger, indicating discriminative validity (Fornell & Larcker, 1981). Significant factor loading for all constructs over 0.80 and the amplitude of all AVE's more significant than 0.60 corroborate the constructs' convergent validity (Bagozzi & Yi, 1988).

Descriptive Statistics and Correlations

Table 1 displays the means, standard deviation and variance, correlations, and average variance retrieved from the diagonal matrix's focus variables. The considerable link between the level of participation in personal entrepreneurship and both exploratory and exploitative innovative behavior provides preliminary evidence supporting hypotheses 1 and 2. Multicollinearity is not a significant problem based on the very modest correlations across the variables of interest (except the explore-exploit link). Furthermore, variance inflation factors were determined, and all values were less than 2.20, indicating that multicollinearity is not a concern (Bögenhold et al., 2014)

Table 1. Descriptive Statistics and Correlations (AVE in the diagonal)

Variables	M	SD	1	2	3	4
1. Personal Entrepreneurship	2.66	1.96	(.91)			
2. Innovative environment	5.34	1.53	.32**	(.85)		
3. Exploratory Innovation	4.85	2.38	.12**	.18**	(.73)	
4. Exploitative Innovation	2.88	1.43	.05	-.02*	.12*	(.72)

Multilevel Model Hypothesis Testing

This sample's workforce was all organized into work units. This study applied multilevel (hierarchical) modeling, namely random coefficient modeling (Cheng et al., 2020). Null models were evaluated before testing any hypotheses to identify the between-group variation in the dependent variables. These null models had no predictive factors for exploratory or exploitative innovative activity. The null model for innovative exploratory activity was significant at $p < .01$ and had an ICC (1) of 0.17, indicating that 17 percent of the variation in individual exploratory behavior is due to group differences. The null model for innovative exploitative conduct was significant at $p < .01$ and had an ICC (1) of 0.20, indicating that 20% of the variation in exploitative individual innovative behavior exists across groups.

Individual-level direct impacts Hypotheses 1 and 2 projected that participation in personal entrepreneurial positions would benefit the level of exploratory and innovative exploitative behavior in employee roles. This study estimated a model for each dependent variable using personal entrepreneurship and all control variables as predictors. It enabled a variable intercept to change per work unit, correlating to employee nesting inside work units (Table 2). Both Hypotheses 1 and 2 are supported by the results ($\gamma = 0.47$, $p < .01$ for exploratory; $\gamma = 0.48$, $p < .01$ for exploitative).

Table 2. Results of Moderated Multilevel Modeling

Predictors	Model 1 F-Entrepreneurship and Controls		Model 2 Level 1 Variables and Interactions		Model 3 All Levels and Cross Level Interactions	
	Exploratory Innovation	Exploitative Innovation	Exploratory Innovation	Exploitative Innovation	Exploratory Innovation	Exploitative Innovation
Intercept	2.85**	4.07**	2.99**	2.69**	2.84**	2.83**
Gender	0.07	-0.02	0.05	-0.02	0.04	-0.05
Age	-0.02	-0.03	-0.02	-0.03	0.01	0.01
Education	-0.07	-0.08	-0.03	-0.02	-0.08	-0.05
Tenure	-0.03*	-0.02*	0.01	0.01	-0.03	-0.02

Position	-0.02	-0.11	-0.02	-0.03	-0.02	-0.05
Yes. As Employee	0.11*	0.29*	0.20*	0.13*	0.03*	0.03*
P-Entrepreneurship	0.42**	0.38**	0.36**	0.47**	0.28*	0.27*
Career (control)			0.13	0.23	0.25	0.13
Innovative environment					0.40**	0.27**
Total R2	.36	.38	.29	.41	.42	.53

Note. Level 1, N=1245, For Gender, 0=female, 1=male.

* $p < .05$; ** $p < .01$

Figure 2. Moderating Effect of Innovative environment among personal entrepreneurship and Exploratory Innovative Behavior

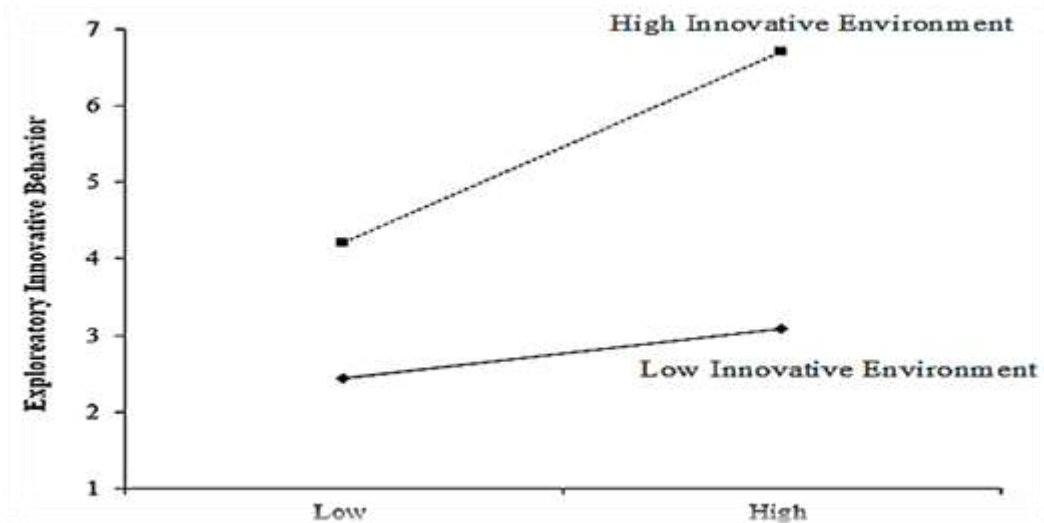
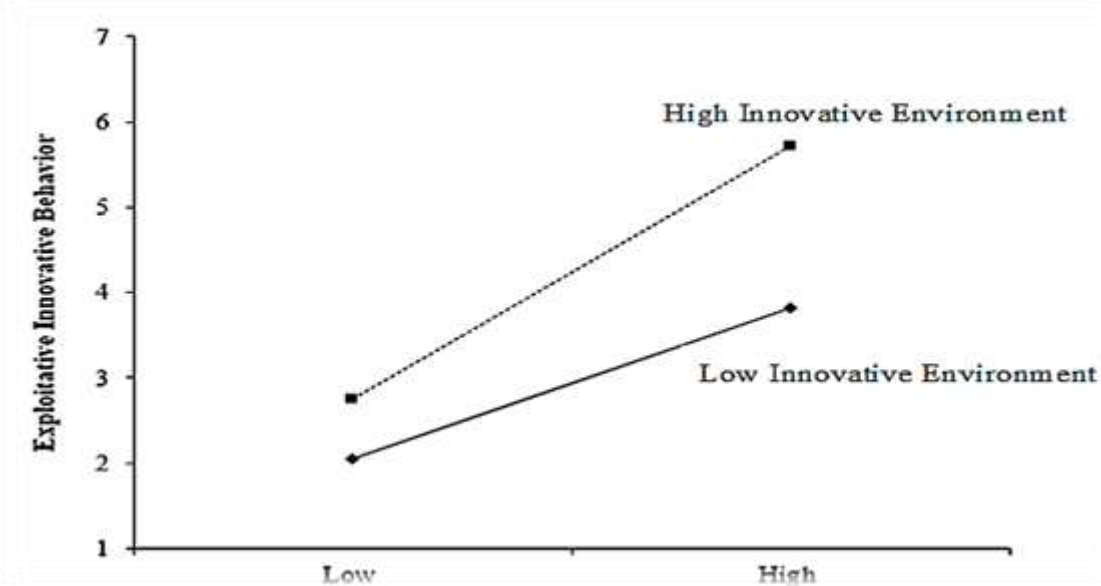


Figure 3. Moderating Effect of Innovative environment among personal Entrepreneurship and Exploitative Innovative Behavior



Hypotheses 3 and 4 say that how people perceive their employment position will impact the effect of personal entrepreneurship on exploration and exploitation innovation. Two dummy variables were added to the random variables model and interacted with the personal entrepreneurship variable, with the employee role as a calling coded as zero. Neither of these hypotheses is validated; Table 2 reveals that the coefficients for the interaction effect are in the anticipated direction, but only at a p.01 significant level and when comparing the position as a calling to the role as a profession. (For exploratory, $y = -0.07$, $p < .10$; for exploitative, $y = -0.06$, $p < .10$) Slope differences were verified by simple slope tests for all interaction effects.

Significant Non-hypothesized relationships. Several non-hypothesized correlations were shown to be critical throughout the research. The number of years a person has been active in personal entrepreneurship has a positive direct link with both forms of innovative behavior at work ($\gamma = 0.15$, $\gamma = 0.13$, $p < .05$). This study is innovative with the concepts of the entrepreneurial learning theory, which states that spending more time in personal entrepreneurship boosts one's ability to innovate. Job satisfaction was shown to have a favorable influence on both exploration and exploitation innovation ($\gamma = 0.13$, $\gamma = 0.11$, $p < .05$). Individuals who are satisfied with their employee roles are more likely to participate in proactive, innovative behavior at work, which supports the thesis that those who are satisfied with their employee roles are more inclined to apply gained abilities from outside entrepreneurial roles to work roles. There was also a cross-level direct effect of an innovative environment on both individual exploration and exploitation behavior ($\gamma = 0.37$, $\gamma = 0.24$, $p < .01$), which is consistent with group climate theory, which suggests that the climate of a workgroup is an essential predictor of individual team members' behaviors (Hirst, van Knippenberg, Zhou, Zhu, & Tsai, 2018). Finally, there was a substantial relationship between personal entrepreneurial participation and learning orientation on innovative exploitative conduct.

Discussion

The model provided adds to and expands on entrepreneurial learning theory and occupies a critical theory, personal entrepreneurship research, organizational behavior, and entrepreneurship research. While few studies have looked at this distinct kind of entrepreneurship, fewer, if any, have suggested impacts on the core organization. As a result, this study provides many potential research options for entrepreneurship and organizational behavior students. To begin with, the enrichment of the original organization is merely one route of the personal entrepreneurial overflow. Furthermore, the person may accumulate a significant amount of human capital regarding knowledge, skills, and talents that may be used by the company, such as management and problem-solving ability.

This research focused on one possible beneficial spillover impact of personal entrepreneurship; nevertheless, there may be many methods to enhance the organization. A personal entrepreneur, for example, may have exceptional inventiveness, bricolage skills, and innovative conduct. Similarly, personal entrepreneurship may have the more substantial skill and proclivity to build social capital inside the company with employees. By leveraging positive colleague interactions, this social capital may give a mechanism to complete duties more quickly and effectively and produce more innovative solutions to employment difficulties (Sherony & Green, 2002).

Limitations and Future Research

Despite the utility of these discoveries, the technique given below has numerous drawbacks. First, the nature of the data makes drawing simple statements related to the model challenging. As a result, future studies might use a longitudinal approach to assess how innovative talents improve over time via entrepreneurship and if there is a commensurate rise in an employee's innovative

behavior in the workplace. Second, the importance and salience of an employee function are determined by designating it as a vocation, profession, or job in this study. This evaluation, however, does not directly quantify the value of the employee function. Furthermore, it does not consider a position's relation to other roles, which may speak more directly to the centrality and significance of the employee function (Carlson et al., 2000). As a result, future studies should examine developing a scale to quantify the valence of employee jobs compared to entrepreneurial ones. Third, although the inclusion of self-assessed innovative conduct was justified previously in this study, there may be compelling evidence that assessments completed by peers or supervisors are more valuable and reliable. In other words, an employee's supervisor may be requested to analyze the extent to which an employee participates in exploratory and exploitative innovative behavior in the workplace, resulting in a less subjective behavioral assessment.

Future research has tended to divide job options into two categories: self-employment and wage-employment (Brenner, Pringle, & Greenhaus, 2011; Douglas & Shepherd, 2012). However, research shows that many works as organizational employees or company owners. Indeed, many entrepreneurs run their businesses freelance while working full-time in their day jobs. Because of the job duality, this particular style of entrepreneurship has a lot to teach both entrepreneurship and organizational experts. This article hypothesized that engaging in personal entrepreneurship would impact primary job performance. Based on entrepreneurial learning theory, this study also argued that persons involved in operating personal entrepreneurial businesses acquire a significant deal of entrepreneurial knowledge and skills in growing the ability to create. Based on enrichment literature, this study stated that personal entrepreneurs have a unique chance to move their entrepreneurial knowledge and skill set outside the entrepreneurial endeavor to critical organizational duties. As a result, this study proposed a positive entrepreneurial venture to the central organization spillover impact on innovative behaviors in the preparatory work.

According to previous research, employee roles may conflict and enhance (Sieber, 1974). As a result, future studies might examine personal entrepreneurship's possible harmful repercussions. This is particularly true if the moderating process of employee role is seen as a profession or job rather than a duty. As a result, the personal entrepreneur who views employment as a job may dedicate more time and mental energy to the entrepreneurial effort and begin identifying with the business rather than the primary function of an employee. This may impact the individual's organizational identity, commitment, job discontent, withdrawal attitudes and behaviors, inclinations to leave, and counterproductive workplace actions. Indeed, taking on a new function may increase stress and worry in an individual's life, leading to harmful effects.

Theoretical and Practical Implications

Firms are interested in encouraging and highlighting workers' innovative ideas and actions. This study has significant ramifications. Organizational leaders create and execute organizational initiatives that promote creativity and innovation. As a result, executives may explore encouraging employees to behave entrepreneurially outside the firm's limits to improve employees' capacity to conceive and act innovatively inside the core company. While this approach may seem paradoxical initially, it is consistent with the organization's other staff development initiatives. For example, organizational leaders often promote and even support educational opportunities for workers, despite the risk that people would become overqualified for their positions and quit the business for another (Feuer, Glick, & Desai, 1987).

Furthermore, this study proposed that an educational and learning orientation and employment role orientation may limit the beneficial spillover impact of personal entrepreneurship. In doing so, our study reveals critical boundary conditions that aid in explaining this unusual phenomenon. Future studies should look at the hypothesized connections' additional boundary constraints, such as personal entrepreneurial motives. The motivation for beginning a company while still working full-time would considerably improve knowledge of the entrepreneurial setting and why there may be excellent or negative spillover. For example, unhappiness with the primary organization or a lack of chance to exhibit creativity and entrepreneurial impulses may push an employee to personal entrepreneurship. In this circumstance, the person is unlikely to devote much attention to applying entrepreneurial expertise to basic employment activities. However, a person motivated to start a business because they want to pursue another interest may appreciate the hybridity of salary and self-employment and hence be more inclined to put effort into both professions. Another possible spillover connection condition is the organizational necessity and needs for innovative conduct. Different organizational structures, for example, are more favorable to creativity and innovation; hence, occupations in specific organizational structures may necessitate/require stronger personal innovativeness.

Conclusion

This study uncovered a previously unknown aspect of the interaction between employment and entrepreneurship: the extent to which participating in personal entrepreneurial positions might impact employee creativity. This study sought to pay attention to the reality that many entrepreneurs work in various employee jobs outside of their businesses, and their relationships have significant implications for their lives. This study also offered numerous critical human and organizational elements that might influence these connections to understand better the inter-role dynamic of entrepreneurs who are employees.

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