

V PENUTUP

1.1 Kesimpulan

Seperti yang telah dijelaskan pada Bab 1 research problem dari penelitian ini adalah bagaimana model yang menjelaskan konstruksi psikologis untuk *hybrid entrepreneurial intention* pada PNS di Sumatera Barat yang mengacu pada TPB dan SCCT. Kesimpulan umum untuk model yang dimaksud adalah *hybrid entrepreneurial intention* dibangun atas pengaruh langsung dan tidak langsung. SN, PBC dan *entrepreneurial interest* adalah tiga faktor yang mempengaruhi terbentuknya *hybrid entrepreneurial intention*. ATB dan OE merupakan faktor yang mempengaruhi *hybrid entrepreneurial intention* secara tidak langsung.

Secara khusus penelitian ini mencoba menjawab research question yang diajukan di dalam Bab 1, dengan temuan sebagai berikut:

1. *Outcome expectation* (OE) berpengaruh positif dan signifikan terhadap *entrepreneurial interest*. PNS di Sumatera Barat yang memiliki harapan yang positif terhadap hasil dari *hybrid entrepreneurship* cenderung memiliki *entrepreneurial interest* yang tinggi. Hal ini sejalan dengan karakteristik masyarakat Minangkabau yang menghargai kemandirian ekonomi.
2. *Outcome expectation* (OE) berpengaruh positif dan signifikan terhadap *attitude toward the behaviour* (ATB). Budaya berdagang yang kuat di Sumatera Barat akan memperkuat keyakinan PNS bahwa kegiatan *hybrid entrepreneurship* akan memberikan hasil yang positif pada mereka. Selanjutnya keyakinan ini akan membentuk ATB yang lebih mendukung.
3. *Attitude toward the behaviour* (ATB) berpengaruh positif dan signifikan terhadap *entrepreneurial interest*. ATB positif terhadap wirausaha dibentuk oleh nilai-nilai budaya dan pengalaman mendorong tumbuhnya *entrepreneurial interest*.
4. *Attitude toward the behaviour* (ATB) tidak berpengaruh positif dan signifikan terhadap *hybrid entrepreneurial intention*. Meskipun PNS memiliki ATB yang positif terhadap *entrepreneur*, tidak serta merta mendorong timbulnya *hybrid entrepreneurial intention*. Ini bisa jadi karena ATB terhadap wirausaha yang tinggi

justru telah menjadi sebuah norma sosial bagi mereka. Di samping itu bisa jadi juga dipengaruhi oleh status mereka sebagai PNS.

5. *Subjective norm* (SN) berpengaruh positif dan signifikan terhadap *hybrid entrepreneurial intention*. Pengaruh lingkungan sosial, termasuk keluarga dan rekan kerja, sangat kuat dalam konteks budaya Minangkabau. Dukungan sosial dan pengamatan terhadap kesuksesan PNS lain yang berwirausaha berperan penting membangun *hybrid entrepreneurial intention*.
6. *Percived behavioral control* (PBC) berpengaruh positif dan signifikan terhadap *hybrid entrepreneurial intention*. Keyakinan PNS akan kemampuan mengelola peran ganda sebagai PNS dan wirausaha mempengaruhi niat. Persepsi kontrol atas sumber daya dan waktu menjadi pertimbangan penting.
7. *Outcome expectation* (OE) tidak berpengaruh positif dan signifikan terhadap *hybrid entrepreneurial intention*. OE positif saja tidak cukup untuk membentuk niat PNS menjadi *hybrid entrepreneur*. Perlu ada faktor mediasi lain yang mengubah ekspektasi menjadi niat.
8. *Entrepreneurial Interest* berpengaruh positif dan signifikan terhadap *hybrid entrepreneurial intention*. Minat yang kuat menjadi faktor utama dalam mendorong PNS di Sumatera Barat untuk memiliki niat menjalani *hybrid entrepreneurship*. Budaya lokal yang mendukung kegiatan wirausaha kemungkinan besar memperkuat minat ini.
9. *Entrepreneurial interest* memediasi hubungan *outcome expectation* (OE) dengan *hybrid entrepreneurial intention*. OE positif harus terlebih dahulu membentuk minat PNS sebelum dapat mempengaruhi niat. Proses ini menunjukkan tahapan psikologis yang perlu dilalui.
10. *Attitude toward the behaviour* (ATB) tidak memediasi hubungan *outcome expectation* (OE) dengan *hybrid entrepreneurial intention*. Meskipun OE memengaruhi ATB, namun ATB ini tidak cukup kuat untuk menjadi mediator tunggal antara OE dan niat pada PNS di Sumatera Barat. Kompleksitas peran ganda mungkin mempengaruhi hasil ini.
11. *Entrepreneurial interest* memediasi hubungan ATB dan *hybrid entrepreneurial intention*. ATB positif PNS perlu ditransformasi menjadi minat sebelum dapat membentuk niat. Proses ini mungkin terkait dengan pertimbangan mendalam yang diperlukan sebelum mengambil peran tambahan.

12. *Attitude toward the behaviour* (ATB) dan *entrepreneurial interest* secara beruntun memediasi hubungan *outcome expectation* (OE) dengan *hybrid entrepreneurial intention*. Hal ini menunjukkan proses psikologis bertahap yang dialami PNS, mencerminkan kompleksitas pengambilan keputusan untuk menambah peran sebagai *hybrid entrepreneur*.
13. *Perceived behavioral control* (PBC) tidak memoderasi hubungan *attitude toward the behaviour* (ATB) dan *hybrid entrepreneurial intention*. Keyakinan akan kemampuan mengelola peran ganda tidak mempengaruhi hubungan sikap-niat. PBC lebih berperan sebagai faktor independen dalam pembentukan niat.
14. *Perceived behavioral control* (PBC) tidak memoderasi hubungan *subjective norm* (SN) dan *hybrid entrepreneurial intention*. Pengaruh sosial tetap kuat terlepas dari tingkat PBC yang dimiliki PNS. Menunjukkan kuatnya peran norma sosial dalam konteks budaya Minangkabau, meskipun tidak menjadi prediktor utama.

1.2 Implikasi Penelitian

Implikasi penelitian ini akan dibahas dari dua bagian. Pertama adalah implikasi teoritis dan implikasi praktis.

1.2.1 Implikasi Teoritik

Penelitian ini memberikan kontribusi teoritis yang signifikan dengan mengintegrasikan elemen-elemen utama dari TPB dan SCCT dalam konteks *hybrid entrepreneurship*. Penggabungan dua teori ini memberikan pemahaman yang lebih komprehensif mengenai pembentukan niat kewirausahaan, khususnya *hybrid entrepreneurial intention*. Dalam proses psikologis, integrasi ini menunjukkan bahwa pembentukan niat bukanlah proses yang sederhana, melainkan melibatkan jalur yang kompleks dan berlapis, seperti jalur OE → ATB → interest → intention. Dengan demikian, model penelitian yang dikembangkan dalam studi ini tidak hanya menjelaskan fenomena secara lebih mendalam, tetapi juga berpotensi memunculkan teori baru yang lebih relevan untuk menjawab tantangan khas *hybrid entrepreneurship*, seperti kebutuhan untuk menyeimbangkan pekerjaan utama dengan usaha sampingan, yang mungkin tidak terakomodasi secara utuh oleh TPB atau SCCT jika berdiri sendiri.

Hybrid entrepreneurship sendiri merupakan fenomena yang tengah berkembang pesat, terutama di kalangan profesional termasuk PNS. Oleh karena itu, penerapan TPB dan SCCT dalam konteks ini memperluas cakupan dan relevansi kedua teori tersebut di luar ranah konvensional, seperti perilaku umum atau pengambilan keputusan karier. Hasil penelitian ini berkontribusi pada perluasan literatur *hybrid entrepreneurship* dan psikologi kerja. Salah satu temuan penting adalah peran sentral dari *entrepreneurial interest* dalam model integratif TPB dan SCCT. Temuan ini menunjukkan bahwa *entrepreneurial interest* tidak hanya memberikan pengaruh langsung terhadap niat, tetapi juga memainkan peran sebagai mediator dalam hubungan OE terhadap niat, sebagaimana dijelaskan dalam SCCT, dan juga dalam hubungan ATB terhadap niat. Dengan demikian, *entrepreneurial interest* menjadi variabel kunci yang layak untuk dipertimbangkan dalam pengembangan model teoritis di masa depan, khususnya dalam konteks *hybrid entrepreneurship*.

Temuan lain mengungkap bahwa ATB tidak berpengaruh langsung terhadap niat, melainkan melalui *entrepreneurial interest* sebagai mediasi. Hal ini mengindikasikan bahwa hubungan antara ATB dan niat lebih kompleks dari yang diasumsikan dalam TPB. Demikian pula, OE dari SCCT ternyata memiliki pengaruh tidak langsung terhadap niat melalui ATB dan *entrepreneurial interest*, yang menunjukkan bahwa OE dapat diintegrasikan secara fungsional dalam model berbasis TPB. Namun, penelitian ini juga menemukan bahwa PBC tidak berperan sebagai moderator dalam model, yang bertentangan dengan asumsi teoritis TPB, sehingga diperlukan penelitian lanjutan untuk menggali lebih dalam peran PBC dalam konteks ini. Di sisi lain, pengaruh signifikan dari SN dan PBC terhadap niat tetap memvalidasi sebagian dari elemen TPB. Akan tetapi, ketidaksignifikanan ATB terhadap niat secara langsung mengisyaratkan perlunya penyesuaian atau modifikasi teori agar lebih sesuai dengan karakteristik khas dari *hybrid entrepreneurship*.

1.2.2 Implikasi Praktis

Secara praktis, penelitian ini memberikan landasan empiris bagi institusi pemerintah untuk mengembangkan sistem manajemen SDM yang lebih responsif terhadap realitas *hybrid entrepreneurship* di kalangan PNS. Temuan penelitian yang menunjukkan peran signifikan OE, ATB, SN, PBC, dan *entrepreneurial interest* terhadap *hybrid entrepreneurial intention* memberikan informasi penting mengenai konstruksi psikologis yang perlu diperhatikan dalam pengelolaan pegawai. Berdasarkan pemahaman ini, institusi pemerintah atau lembaga asesmen SDM dapat mengembangkan instrumen pengukuran baru yang secara spesifik

dirancang untuk memetakan kecenderungan kewirausahaan pegawai. Perlu ditegaskan bahwa instrumen tersebut bukan mengadopsi langsung alat ukur yang digunakan dalam penelitian ini, melainkan disusun kembali dengan mengacu pada variabel-variabel yang telah terbukti berpengaruh, disesuaikan dengan konteks operasional kepegawaian, dan melalui proses validasi tersendiri agar sesuai dengan kebutuhan praktis di lapangan. Instrumen yang dikembangkan tersebut nantinya dapat digunakan dalam proses rekrutmen CPNS untuk mengidentifikasi calon pegawai dengan potensi kewirausahaan tinggi, sehingga penempatan kerja dapat disesuaikan dengan karakteristik psikologis mereka—misalnya pada unit yang menangani inovasi pelayanan publik, pemberdayaan ekonomi masyarakat, atau pengelolaan BUMDes. Untuk kebutuhan pengembangan karier, pemahaman terhadap variabel-variabel ini juga dapat dijadikan dasar menyusun individual development plan (IDP) yang sifatnya lebih personal, contohnya dengan cara memberikan kesempatan rotasi ke Dinas UMKM atau Dinas Pariwisata bagi pegawai yang memiliki minat dan kompetensi wirausaha, agar potensi mereka dapat tersalurkan secara konstruktif untuk kepentingan publik.

Di Indonesia, regulasi terkait PNS yang menjalankan usaha sampingan masih terbatas, dengan acuan utama hanya mengandalkan Peraturan Pemerintah No. 94 Tahun 2021 tentang Disiplin Pegawai Negeri Sipil. Peraturan ini memang mengatur larangan penyalahgunaan wewenang, penggunaan fasilitas negara untuk kepentingan pribadi, serta kewajiban menjaga integritas, namun belum secara eksplisit mengatur mengenai ruang gerak PNS yang ingin menjadi *hybrid entrepreneur*. Berbeda dengan beberapa negara lain yang mulai merancang kebijakan lebih spesifik—seperti Amerika Serikat yang mewajibkan persetujuan dari otoritas etika, atau China yang secara tegas membatasi kegiatan bisnis oleh PNS—Indonesia belum memiliki payung hukum yang secara khusus mengatur hal ini. Penelitian ini tidak dalam posisi mendorong atau menolak praktik *hybrid entrepreneurship*, namun menyadari urgensi adanya aturan yang lebih komprehensif dan kontekstual. Dengan adanya aturan yang jelas, potensi konflik kepentingan dapat diminimalisasi tanpa harus mematikan semangat kewirausahaan yang konstruktif.

Sebagai contoh konkret, pemerintah dapat mengadopsi pendekatan seperti di Amerika Serikat dengan menetapkan mekanisme deklarasi dan persetujuan tertulis bagi PNS yang ingin menjalankan usaha di luar jam kerja resmi. PNS tersebut wajib menyerahkan rencana usaha, menyatakan tidak menggunakan fasilitas kantor, serta menunjukkan bahwa jenis usaha tidak berhubungan langsung dengan kewenangan jabatannya. Selain itu, bisa pula diberlakukan sistem pengawasan internal melalui unit etik di setiap instansi. Contoh lainnya,

di tingkat daerah, pemda dapat menerbitkan surat keputusan yang memperbolehkan pegawai mengembangkan usaha mikro berbasis rumah tangga—seperti kuliner atau kerajinan—dengan syarat usaha tersebut didaftarkan secara resmi dan tidak mengganggu kinerja. Dengan demikian, pendekatan kebijakan menjadi lebih realistis dan implementatif.

Selanjutnya, pemahaman mengenai peran OE dan *entrepreneurial interest* memungkinkan institusi pemerintah untuk merancang program pengembangan kapasitas yang lebih personal dan adaptif. Misalnya, pegawai yang memiliki minat dan kompetensi dalam bidang usaha dapat dilibatkan dalam pengelolaan proyek inovatif pemerintah daerah, seperti pengembangan desa wisata, inkubasi UMKM lokal, atau pengelolaan BUMDes. Selain mendukung potensi wirausaha, strategi ini juga memperkuat peran PNS dalam pemberdayaan ekonomi lokal. Begitu pula dalam konteks persiapan pensiun, program pelatihan kewirausahaan berbasis potensi lokal seperti pengolahan rendang, batik tanah liat, atau produk agroindustri khas Sumatera Barat dapat disesuaikan dengan kecenderungan minat peserta. Dengan demikian, proses transisi menuju masa pensiun dapat dirancang lebih produktif dan bermakna.

Terakhir, temuan mengenai pengaruh SN membuka peluang pembentukan budaya organisasi yang lebih mendukung inovasi dan profesionalisme. Institusi dapat membentuk lingkungan kerja yang memberi ruang pada inisiatif, tanpa melepas nilai etika dan integritas. Contohnya, pelatihan kepemimpinan berbasis proyek (*project-based leadership training*) dapat dirancang untuk mendorong pegawai mengambil peran aktif dalam menyelesaikan permasalahan pelayanan publik, sambil tetap membuka ruang eksplorasi ide-ide kewirausahaan sosial. Dengan cara ini, potensi PNS sebagai agen perubahan dapat diarahkan pada kepentingan publik, sekaligus membuka jalan bagi pengembangan karier yang lebih dinamis.

1.3 Saran Penelitian yang Akan Datang

Beberapa saran yang bisa dilakukan untuk penelitian yang akan datang adalah:

1. Memperluas penelitian ke daerah lain di Indonesia atau negara lain untuk memahami perbedaan yang disebabkan faktor budaya, sosial ataupun kebijakan lokal dalam mempengaruhi konstruksi psikologis *hybrid entrepreneurial intention*.
2. Menganalisis keterkaitan antara karakteristik PNS (seperti usia, masa kerja, jenis institusi, atau status kepegawaian) dengan dinamika psikologis terkait *hybrid*

entrepreneurial intention, guna memahami pola yang mungkin muncul di berbagai segmen.

3. Melakukan studi longitudinal untuk melihat bagaimana *hybrid entrepreneurial intention* berkembang atau berubah menjadi perilaku aktual dari waktu ke waktu, tanpa mengasumsikan bahwa intensi pasti akan diwujudkan dalam tindakan.
4. Memetakan preferensi sektor usaha yang menjadi pertimbangan atau minat PNS yang memiliki kecenderungan untuk menjalankan kegiatan usaha di luar pekerjaan utamanya. Hal ini bertujuan untuk menggambarkan kecenderungan umum dalam pilihan sektor usaha secara objektif, dalam kaitannya dengan *hybrid entrepreneurial intention*.
5. Mengevaluasi kebijakan yang sudah ada, baik di tingkat daerah maupun nasional, yang berkaitan dengan regulasi aktivitas ekonomi sampingan bagi PNS dan PPPK. Penelitian ini dapat mengkaji bagaimana persepsi terhadap kebijakan tersebut membentuk sikap, minat, dan pertimbangan individu terhadap *hybrid entrepreneurial intention*, serta memberikan masukan bagi pengembangan kebijakan yang berbasis bukti.
6. Menggunakan pendekatan kualitatif untuk menggali lebih dalam faktor-faktor psikologis, sosial, atau struktural yang memengaruhi pertimbangan individu, baik dalam membentuk *hybrid entrepreneurial intention* maupun dalam menahan diri dari keputusan untuk berwirausaha.
7. Menyelidiki variabel-variabel psikologis tambahan seperti risk propensity, creativity, atau institutional support untuk memperluas pemahaman tentang faktor internal dan eksternal yang mungkin berpengaruh dalam proses pembentukan *hybrid entrepreneurial intention*.
8. Mengembangkan model yang mengamati tidak hanya intention tetapi juga perilaku aktual, guna melihat apakah dan bagaimana *hybrid entrepreneurial intention* bertransformasi menjadi tindakan nyata, tanpa menetapkan arah normatif terhadap pilihan tersebut.

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