UNIVERSITY OF GHANA

DEPARTMENT OF PSYCHOLOGY

PROACTIVE PERSONALITY, CREATIVITY AND POLITICAL SKILLS AS PREDICTORS OF ENTREPRENEURIAL INTENTIONS

BY

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THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF M.PHIL INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY

JULY, 2017

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any flaws.

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DEDICATION

This work is first and foremost dedicated to JESUS CHRIST who gave me life and strength throughout this program and to my family, friends and loved one's.

ACKNOWLEDGEMENTS

First and foremost, I thank God for his grace, mercy, favour, strength and protection throughout the challenging period of writing this thesis. Moreover, I am very grateful to certain people who contributed immensely in providing me with the needed support in completing this thesis. I wish to express my gratitude to my supervisors Dr. Inusah Abdul-Nasiru and Dr. Kingsley Nyarko for their insightful comments, constructive criticisms and suggestions throughout the preparation and completion of this thesis.

I am deeply indebted to Mr. Ato Ahwoi and Mrs. Charlotte Ahwoi for the support they gave me during my challenging times. My thanks also go to Dr. Francis Annor for the advice he gave me on statistics. To Nunoo Gomez, my research assistant who helped me with data collection, Mr. Feikoab Parimah, Mr. Courage Collins Kofi, Mr. Michael Ansah-Nyarko, Mr. Samuel Doku and Mrs. Rachael Hansen-Garshong, I am appreciative for your efforts toward this thesis.

I am also grateful to all National Service Personnel in Accra who took time off their busy schedule to fill my questionnaire.

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ABSTRACT

The study examined the extent to which proactive personality, political skills and creativity predicted entrepreneurial intentions among National Service Personnel in Accra. Using cross-sectional survey design, three hundred and twenty three (323) respondents were conveniently sampled for the study. Participants responded to a questionnaire comprising various demographic measures such as, gender, parental occupation, marital status, religion and role model as well as measures of proactive personality, creativity, political skills and entrepreneurial intentions. Hierarchical multiple regression, Pearson Product Moment Correlation coefficient, moderated-mediation analysis and independent *t*-test were used to analyse the hypotheses. The results indicate that there is a significant positive association between proactive personality and political skills. In addition, proactive personality accounts for more variance in predicting entrepreneurial intentions as compared to political skills and creativity. It was further observed that political skills partially mediate the association between proactive personality and entrepreneurial intentions. Furthermore, a low level of creativity had a stronger effect on the mediated relationship between proactive personality and entrepreneurial intentions through political skills. Moreover, there was no difference between males and females on entrepreneurial intentions. The implications of the findings were discussed against the backdrop of theory of planned behaviour, entrepreneurial event theory as well as other related studies and culturally relevant factors.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Upon graduating from any tertiary institution, graduates are often faced with the problem of career choice; whether to seek outright employment for payment in a private or public sector organization or to establish a new business. In Ghana, the largest employer is the private sector, employing about 47.6% of persons who are economically active (Ghana Statistical Service, 2014). On the other hand, the public sector (being the second largest employer) employs 5.8% of Ghanaians (Ghana Statistical Service, 2014). Moreover, data on employment status has revealed that the informal sector employs about 88% of people who are largely engaged in self-employed activities (Ghana Statistical Service, 2014).

This notwithstanding, the vital role of entrepreneurship has not attracted enough attention from researchers and other stakeholders such as governments, entrepreneurs and the population. In some jurisdictions, with calculated efforts from governments, entrepreneurship has been incorporated into the overall plan of national development (Ahlstrom & Bruton, 2002). For instance, some members of the European Union have received different forms of assistance (in the form of aid) from governments to assist individuals to establish their own ventures or compete favourably. This assistance has taken the form of start-up advice, labour, financing, development assistance, export advice, assistance with regulatory bureaucracy and information sources (Michael & Pearce, 2009; Peng, Sun, Pinkham & Chen, 2009). This is not different from assistance given by governments in developing countries to entrepreneurs. For instance, Bamfo (2013) recorded that the Venture Capital Trust Fund (VCTF) was established by the Government

of Ghana (through an Act of Parliament) in December 2004 with the objective of assisting small and medium scale enterprises (SMEs) by offering them with low cost and long term financing.

These initiatives by governments are based on the social and economic impact of entrepreneurship (Audretsch, 2002; Steyaert & Katz, 2004) which is reflected through growth in productivity, production and commercialization of high quality innovations and high levels of employment creation (Van Praag & Versloot, 2007). Moreover, entrepreneurship is a tool which permits society to fully appropriate its resources in the generation of advanced knowledge in areas of research and education (Audretsch, Keilbach & Lehmann, 2006). Thus, today's societies which face social and economic problems may benefit enormously from entrepreneurship (Audretsch, 2007).

It is interesting to note that entrepreneurship has been characterized as fascinating but equally indefinable (Baumol, 1993) partly because of the interdisciplinary character of the concept (Fried, 2003; Peneder, 2009). For purposes of this study, entrepreneurship will be conceptualised using Bird (1988) and Thompson's (2009) ideas which link entrepreneurship to the establishing of new business in the future. This idea also fits better in the Ghanaian context where entrepreneurship is likened to the setting up of new business by controlling and exploiting resources to ensure a successful management of those ventures. Accordingly, in Ghana, people are recognized to be entrepreneurs when they are successful in establishing new business outlets (especially, small business) (Bamfo, 2013).

According to Katz and Gartner (1988), the objective of setting up a new venture can be assisted by the use of intention. Moreover, since the judgement that people make to become entrepreneurs may fall within their awareness (Krueger, Reilly & Carsrud, 2000), it appears plausible to examine how such judgements are reached since entrepreneurship may require time

for it to take place (Kyrö & Carrier, 2005). As a result, entrepreneurial intentions would be the first step in influencing the stretch of time that it takes for an individual to actually engage in venture creation. This is grounded in the fact that entrepreneurial intentions are perceived as the most powerful proximal predictor of entrepreneurial activity, acting as a focal outcome variable in contemporary entrepreneurship research (Krueger et al., 2000). In essence, entrepreneurial intention is the conscious state of mind that precedes action and directs attention towards a goal such as starting a new business (Bird, 1988; Krueger & Carsrud, 1993).

Moreover, entrepreneurial intentions tend to show the extent of eagerness at which people would engage in entrepreneurship. This is because they serve as markers of how ardent people are in their preparations, efforts and commitments to engage in entrepreneurial behaviour. Some studies (e.g., Bagozzi, Baumgartner & Yi, 1989), have suggested that the best way of predicting any planned behaviour could be assisted by intentions and- not by mere demographics, beliefs, personality or attitude. In corroborating this, Douglas and Shepherd (2000) argued that attitudes tend to have an impact on entrepreneurship through intention since people with significant potential are more likely to refrain from entrepreneurship if they lack the intentions.

As a result, personal characteristics are often examined to assist in explaining occurrences relevant to entrepreneurship (Phipps, 2012). Studies conducted (e.g., Crant, 1996; Phipps, 2011; Zhang, Wang & Owen, 2015; Zhao, Seibert & Hills, 2005) have examined some personal characteristics including, creativity, risk taking, proactive personality, political skills and self-efficacy on entrepreneurship. However, little attention is focused on studies that look at the linear combination of these predictors (proactive personality, creativity, political skills). It is on this basis that this study aims to investigate the predictive roles of creativity, proactive

personality and political skills on entrepreneurial intentions among National Service Personnel in Accra.

In spite of the far-reaching agreement by researchers on the five factor model, academics have argued for the preference of compound or emergent personality variables to basic personality traits because of its higher criterion validity when tailored to a specific criterion of interest (Hough & Schneider, 1996). Thus "Compound personality traits are comprised of basic personality traits that do not all covary" (p. 57) and proactive personality is viewed to fall under such an emergent variable.

Studies (e.g., Crant, 1996; Gupta & Bhawe, 2007) have found positive associations between entrepreneurial intentions and proactive personality. Proactive personality as advanced by Bateman and Crant (1993) is a relatively stable tendency by which individuals act to effect changes within their environment. In essence, individuals with proactive personality tend to discover opportunities and act on them, take initiatives to effect meaningful changes and are unhindered by situational forces (Crant, 2000). On the other hand, non-proactive individuals are reactive and passive, they fail to recognize or exploit opportunities and prefer to adjust to situations rather than change them (Bateman et al., 1993). This tends to support the objectivist-subjectivist argument that opportunities are available but spotted and taken depending on an individual's characteristics and capabilities (Shane et al., 2000).

Furthermore, proactive behaviour tends to have its root in interactionism (Bandura, 1977; Schneider, 1983). The theme of interactionism in psychology and organizational behaviour literatures hold that there is an element of corresponding relationships between environment, behaviour and person (Bandura, 1977). Consequently, individuals can purposely and completely alter their present situations by exhibiting an equally corresponding behaviour. As a result,

drawing inspirations from interactionism and behaviours exhibited by people with proactive personality, it seems plausible to expect individuals with proactive personalities to engage in entrepreneurship (Crant, 1996).

As such, the proactive personality scale (PPS) developed by Bateman et al. (1993) has received evidence from three studies which have demonstrated its discriminant, convergent and predictive validity. In view of this, the scale has been used to assess the validity of proactive personality by some studies (e.g., Crant & Bateman, 2000). For instance, even though the big five model of personality has been found to be moderately correlated with proactive personality, it bests predicted sales performance as compared to extraversion and conscientiousness (Crant, 1995).

Another personal characteristic which was of interest in this study was creativity. Studies (e.g., Olufunso, 2010; Phipps, Prieto & Kungu, 2015) have found inconsistencies in findings on the association between creativity and entrepreneurial intentions. For instance, Olufunso (2010) found a significant positive association between entrepreneurial intentions and creativity while Phipps et al. (2015) found no association between creativity and entrepreneurial intentions. However, creativity has been suggested by Azzam (2009) to be "maligned, neglected and misunderstood but is finally coming into its own" (p. 22) which tends to support the claim by Sternberg and Lubart (1999) that creativity in psychological research has received low status. Hence, it has been classified as 'one of psychology's orphans' even though it has been identified as a very decisive 21st century skill needed in solving existing problems, National Advisory Committee on Creative and Cultural Education (NACCCE, 1999)

Although, creativity is elusive, complicated and vague, eluding categorization and definition (Burnard, 2006; Rowlands, 2011), researchers have spawned an inexhaustible supply

of meanings of creative thinking in different environments. Due to this complexity, this research made use of Amabile's (1997) idea which focused on the production of novel ideas, which spawned across diverse fields, from business to arts, to every aspect of human life where particular problems require particular and appropriate solutions. This idea is significant to this study because entrepreneurs arise from different disciplines where they are faced with varied problems which calls for new ways to solving them. This suggests that creativity has different forms and its form depends on context and field, even though there are some underlying similar attributes. However, cultures vary on the importance they attach to appropriateness or usefulness as opposed to originality or novelty. For instance, whereas much value is placed on novelty when solving problems (focusing on process-oriented creativity) in the West (e.g., United States of America), much value is placed on appropriateness when solving problems (focusing on product-oriented creativity) in the East (e.g., China) (Morris & Leung, 2010). Thus, there is the need for people to think about cultural perspectives when it comes to creativity.

Moreover, researchers have over the years debated on whether creativity is the exclusive preserved of a particular group of people or it is something that is acquired. Early researchers were of the view that creativity was as a result of nature, therefore, attention was given to individuals with special abilities, thereby drawing a link between creativity and intelligence. This was supported by the "big C" creativity which helped in changing the world through creative products (Gardner 1993; Richards 1993). Nevertheless, other researchers (e.g., Boden, 2004; Runco, 2008) support the claim that people can be nurtured to be creative. However, in this study, the researcher argued that creativity involves a combination of nature and nurture. This is because, even though there might be some biological predispositions which are wired in individuals for them to be creative, these biological predispositions are shaped by the

environment that one finds himself or herself in order to ensure the enhancement and effective display of creativity.

Political skills which was another personal characteristics examined in this study may determine entrepreneurial success because it has been found to predict entrepreneurial intentions (Phipps, 2012). Ferris, Perrewé, Anthony and Gilmore (2003) recognized political skills as an instrumental force in the changing nature of existing organizational environments because of its behavioural flexibility. Thus, it can be posited that politically skilled individuals would have a greater inclination of engaging in entrepreneurial intentions. This is because they take into cognizance the ambitious nature of occurrences in today's business and the relevance of being able to adjust to circumstances in order to achieve success in business. Fortunately, political skills can be developed and shaped (Perrewé & Nelson, 2004).

Following these, political skill is described as "the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ahearn, Ferris, Hochwater, Douglas and Ammeter, 2004; Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas & Frink, 2005, p. 127). Consequently, political skills permit individuals to be conscious of their surroundings so that they act aptly when relating with others. Moreover, interpersonal interactions are viewed as opportunities rather than threats by individuals who are politically inclined (Perrewé, Ferris, Frink & Anthony, 2000). In other words, these features would help an entrepreneur to persuade potential stakeholders to endorse him or her. However, the question lies in what features politically skilled individuals have that enable them to build strong relationships to convince others for them to co-operate to their request. As a result, the four main aspects of political skills:

networking ability, interpersonal influence, apparent sincerity and social astuteness proposed by Ferris et al. (2005) were used for this study.

Interpersonal influence encompasses the ability to properly acclimatize and adjust behaviour in order to obtain specific responses from others in specific situations (Ferris et al., 2005). In effect, they advanced the idea that politically skilled individuals have a convincing and cunning persona which enables them to bring to bear a commanding influence on those around them. Their flexibility permits them to monitor contextual conditions so that they become accustomed to varied targets of influence in order to accomplish their objectives (Ferris et al., 2005). Therefore, entrepreneurs high in interpersonal influence are likely to persuade key resource holders to invest in their venture for them to close sales with customers (Lux, 2005).

In addition, social astuteness involves shrewdness, creativity and aptness in relating to others (Ferris et al., 2005). This suggests that politically skilled individuals are astute observers of others and are able to maneuver their way through diverse social settings. Moreover, their ability to understand social interactions puts them in an advantageous position to precisely explain behaviours in social settings (Ferris et al., 2005). Also, they are effective negotiators and are able to perceive opportunities through social connections to aid them to sell their services and products as well as foresee challenges that might arise through these business relationships (Lux, 2005).

Besides, networking ability encompasses the easiness by which individual's develop and build strong friendships and beneficial alliances (Ferris et al., 2005), suggesting that, the use of varied networks of people (who hold valuable assets) to achieve success in personal and organizational functioning is reserved for individuals who are politically skilled. Moreover, they are often not just adept at conflict management and good deal makers but are also able to put

themselves in positions that allow them to take advantage of opportunities. Some studies (e.g., Lux, 2005) have therefore suggested that information on opportunities are available to entrepreneurs who are high in networking ability compared to those who are low in networking ability.

As stated by Ferris et al. (2005), four factors constitute apparent sincerity: honesty, genuineness, sincerity and authenticity. Further, these scholars asserted that politically skilled individuals are frank, honest, open and free from any underlying motive. Additionally, they are observed to be non-manipulative in their dealings with others. Moreover, people are more likely to put their trust in individuals who exhibit high apparent sincerity and are willing to share information's relating to potential opportunities.

Besides, some demographic variables have been found by researchers to predict entrepreneurial intentions. For instance, religion, marital status, age and gender have been found to predict entrepreneurial intentions (George & Zhou, 2007; Madjar, Oldman & Pratt, 2002; Van Auken, Fry & Stephens, 2006). However, this study focused on examining gender differences in entrepreneurial intention. This is because; globally studies (e.g., Campbell, Denes & Morrison, 2007) have found that males have higher intentions of engaging in entrepreneurship than females. However, another study by Phipps and Prieto (2015) found no gender difference in entrepreneurial intention among Kenyan undergraduate students. Moreover, according to the Global Entrepreneurial Monitor (GEM, 2013), it was revealed that females have higher intentions of engaging in entrepreneurship than males in Ghana. Therefore, this contradictory evidence prompted the researcher to investigate gender differences in entrepreneurial intentions among National Service Personnel in Accra.

1.2 Problem Statement

Entrepreneurship has been recognized as a need in developing countries (Fick, 2002; Phipps et al., 2015). Despite the economic and social impact of entrepreneurship through the provision of jobs and contributing to political and social stability, there is still an alarming rate of unemployment especially among graduates at the tertiary level including university and polytechnic graduates which has served as a challenge for Africa (Nafukho & Muyia, 2010). For instance, it has been estimated that "as many as 50% of graduates who leave Ghanaian universities and polytechnics will not find jobs for two years after observing the mandatory National Service, and 20% of them will not find jobs for three years" (Aryeetey, 2011, cited in Owusu-Ansah & Poku, 2012, p. 212). These negative consequences have resulted in the deepening of inequality in the form of wide income gaps between developed and developing countries, with entrepreneurship being recognized as one of the antidotes toward remedying and combating this problem (Phipps et al., 2015).

Furthermore, identification and exploitation of opportunities is one of the attributes of highly proactive individuals (Crant, 1996). Opportunity recognition is a necessary skill that entrepreneurs should possess. However, research has shown that it is not everybody who has the requisite skills and dispositions to recognize let alone exploit opportunities (Prabhu, McGuire, Drost & Kwong, 2012). Therefore, it is of much relevance to investigate why some people, but not others identify opportunities or create novel opportunities, exert exuberant efforts to take actions to ensure the realization of their ideas. This is one of the key discussion points in this study.

In addition, considerably, less research has been conducted on political skills (Phipps et al., 2015), although, entrepreneurship in its basic sense may require the presence of political

skills (Thompson, 1999). The above claim reflects how political skills has been neglected by most researchers and which might result in hindering researchers' ability to identify the measures to put in place to assist entrepreneurs to take advantage of available opportunities. Moreover, in spite of the individual and organizational consequences associated with creativity, most researches conducted on creativity have focused on its antecedents (Tae-Yeol, Hon & Crant, 2009; Tae-Yeol, Hon & Lee, 2010). As a result, there is scarcity of research on outcomes associated with creativity. Due to this, the researcher was aiming to enlarge the scope on the consequences of creativity by anticipating the predictive role of creativity on entrepreneurial intentions.

Finally, despite the fact that the majority of today's workforce constitute more women than men (Campbell, Denes & Morrison, 2000), they still lag behind men in entrepreneurial activity. Globally, studies (e.g., Langowitz & Minniti, 2007) have proven that females are less likely to engage in entrepreneurial activity when compared to males. Even though this result contradicts the findings of Global Entrepreneurship Monitor (GEM, 2013) which found that in Ghana, entrepreneurship is mostly sort out for by women compared to men, there is still the need for women to be motivated to engage in entrepreneurship globally. This is because the detrimental impact of one gender receiving less opportunity to contribute entrepreneurially spreads across every level of a country.

Hence, these problems if left unaddressed may delimit the social and economic impact of entrepreneurship which may make it unattractive for most people to pursue entrepreneurship as a career choice. As such, there might be inadequacies in the possession of skills such as; proactive personality, creativity and political skills which might create problems for entrepreneurial intentions. Hence the need to deal with this problem is what sparked the interest of the researcher

to examine whether National Service Personnel in Accra have any intentions of engaging in entrepreneurship.

1.3 Aim and Objectives of the Study

The primary purpose of the study was to investigate the roles of proactive personality, creativity and political skills as predictors of entrepreneurial intentions among National Service Personnel in Accra. Specifically the study sought to:

1. Investigate the association between political skills and proactive personality.
2. Examine the predictive roles of political skills, creativity and proactive personality on entrepreneurial intentions.
3. Investigate the mediating role of political skills on the association between proactive personality and entrepreneurial intentions.
4. Examine the moderating role of creativity on the indirect effect between entrepreneurial intentions and proactive personality through political skills.
5. Investigate gender differences in entrepreneurial intention.

1.4 Relevance of the Study

The contributions made by entrepreneurs to national development have received much attention and recognition from various stakeholders in various countries (Shane et al., 2000). However, having the intentions of engaging in entrepreneurship is not an easy process because of the challenges that entrepreneurs face. As a result, the researcher has identified certain skills and dispositions which when identified and developed could help in facilitating people's engagement in entrepreneurial intentions. This is because intentions have been found to be the strongest predictor of behaviour and it would be logical to first look at some of the skills and dispositions

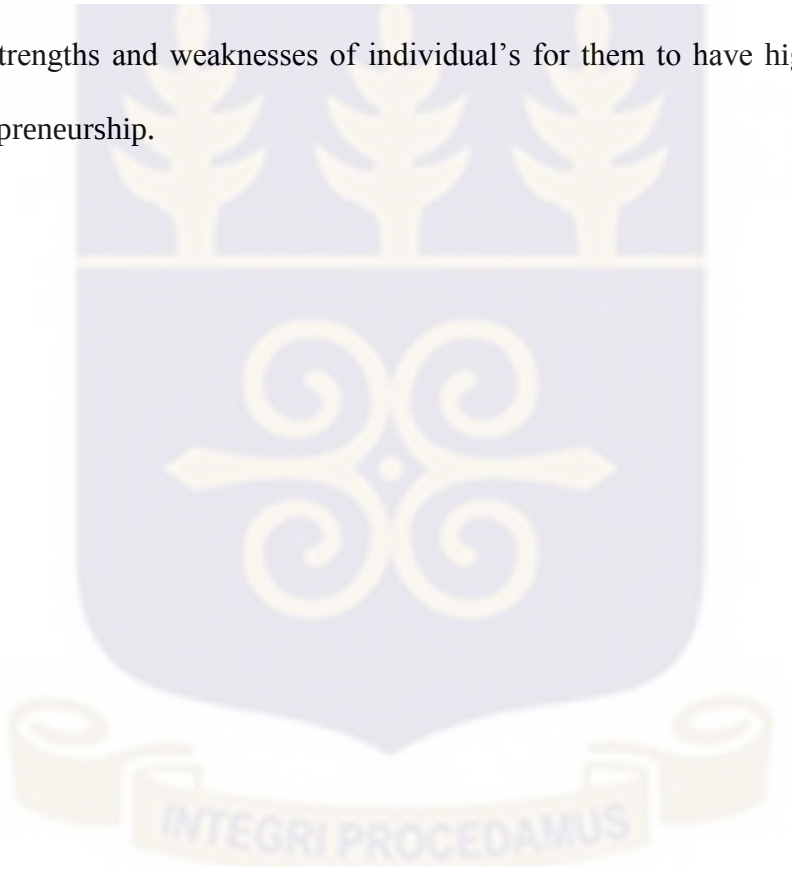
which would precipitate people's development of intention and consequently their engagement in the actual behaviour.

Moreover, institutional environments and corporate organizations would be provided with evidence on how to stimulate entrepreneurial intentions among students and National Service Personnel before their school completion and after their service. This is necessary because of the role of time in entrepreneurship. Entrepreneurial intentions occur within a space of time and it goes through several processes before it is translated into behaviour. As a result, when the mindset of entrepreneurship is created in students and National Service Personnel by revealing to them the career options associated with entrepreneurship and its relevance in today's societies, it would help students and National Service Personnel to start looking for avenues and opportunities to acquire the requisite skills for their engagement in entrepreneurship after their National Service.

Furthermore, this study will contribute to knowledge by revealing when political skills would provide explanations on how individuals higher in proactive personality tend to have higher intentions of engaging in entrepreneurship. Most studies (e.g., Prabhu et al., 2012) which examined entrepreneurial intentions have mainly focused on the main effect of proactive personality on entrepreneurial intentions. This study will shed light on the relationship between the variables by demonstrating how political skills would be a useful construct by providing a better mechanism by which entrepreneurial intentions would be sorted after by individuals with higher proactive personality.

In addition, this study is focused to help demonstrate that even though political skills would provide explanations on when individuals higher in proactive personality tend to engage in entrepreneurial intentions, this mediated relationship would also be strengthened by their level

of creativity. This is because; a low level of creativity is anticipated to strengthen the reason why political skills would provide a better mechanism by which highly proactive people would have higher intentions of engaging in entrepreneurship. However, when an individual's possession of creativity is high, it is anticipated to weaken the strength of political skills in providing explanations for the engagement of entrepreneurial intentions by highly proactive people. This would be an interesting finding and it would help in revealing an in-depth step that should be taken by various stake holders on what specific skill to be focused on and developed when considering the strengths and weaknesses of individual's for them to have higher intentions of engaging in entrepreneurship.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents an examination of some theoretical underpinnings of proactive personality, creativity, political skills and entrepreneurial intentions. Moreover, it also presents a review and critique of related studies, and subsequently provides information on the rationale for the study, statement of hypotheses and the hypothesised model.

2.2 Theoretical Frameworks

A number of theories have been formulated to provide reasons for why people tend to engage in entrepreneurial intentions. Based on this, in this study, the theory of planned behaviour and entrepreneurial event theory were used to help explain why people would or would not engage in entrepreneurial intentions.

2.2.1 Theory of Planned Behaviour

The theory of planned behaviour (TPB) is an augmentation of the theory of reasoned action (TRA) (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) based on the latter's limitation in explaining behaviours over which people have incomplete volitional control (Ajzen, 1991). According to both theories, the underlying theme is the intention of individuals to perform a particular behaviour (Ajzen, 1991) and intentions are encompassed by social norms and attitude toward the behaviour (as in the TRA). However, the TPB provides a further extension by indicating that intentions are also preceded by perceived behavioural control. Therefore, unlike TRA, the TPB focuses on social norms, attitude and perceived behavioral control as antecedents of intentions (with intentions further determining actual behaviour).

Personal attitude is an inherence evaluation of the outcome of one's behaviour, which helps in ascertaining how favourable or unfavourable an individual responds to that behaviour (Ajzen, 1991). Social norm is characterized by an individual's engagement or disengagement in a particular behaviour resulting from perceived normative pressure from a specific reference group (Goethner, Obschonka & Silbereisen, 2009). These normative beliefs are influenced by the extent to which the individual agree or disagree to engage or disengage in that behaviour. Furthermore, perceived behavioral control is linked to Bandura's view of self-efficacy and it is a reflection of the necessary capabilities that one needs to possess when performing a particular behaviour because it represents one's evaluation of how successful he or she would be when performing a particular behaviour based on his or her perceived ease or difficulty. According to Ajzen (1987), people are improbable of forming strong behavioural intentions regardless of the existence of an approving social environment and a positive attitude without them feeling capable enough to perform that specific behaviour.

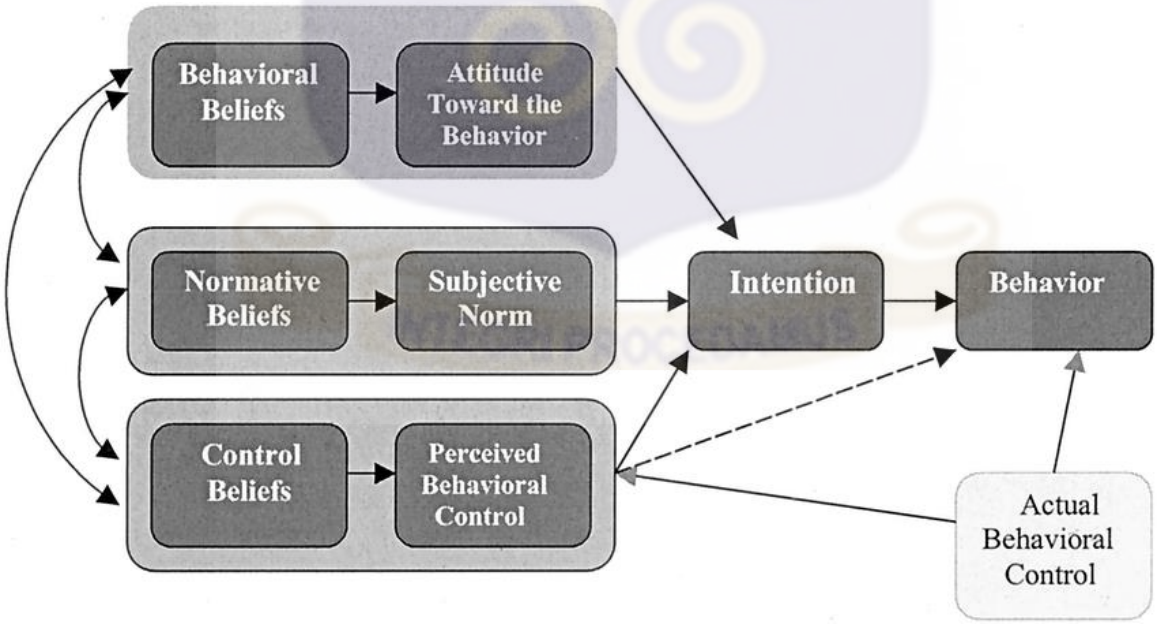


Figure 1: Theory of Planned Behaviour (TPB) (Ajzen, 1991)

Applying this theory to entrepreneurship, people are more likely to engage in entrepreneurship if they have a favourable attitude towards entrepreneurship which can be influenced by the consequences that can take place after engaging in that behaviour (eg., wealth, and autonomy). Moreover, the perception of significant others towards an individual's engagement in entrepreneurship can play a pivotal role in how desirable and attractive entrepreneurship may be perceived by the individual (Phipps, 2012). Even though, attitudes and subjective norms are important, without perceived behavioral control, people are unlikely to perform the behaviour. In unison, political skills and creativity fall under perceived bahavioural control (Phipps, 2011).

Political skills can be related to perceived behavioural control because of its importance in affecting the easiness and difficulties associated with accomplishing an entrepreneurial behaviour. This happens because apparent sincerity, interpersonal influence, social astuteness and networking ability would help entrepreneurs bring to bear a convincing influence on financers to invest in their business and exploit opportunities as they appear. Hence, the existence of political skills would serve as an asset in helping individuals feel capable enough to engage in entrepreneurial intention because of the perceived feasibility, motivation and influence that political skills bring.

Moreover, individuals who are creative tend to have perceived easiness of engaging in entrepreneurship because they are able to come up with new products or provide services which are not just marketable but highly competitive to help them succeed in the business arena (Phipps, 2011).

It is important to note that the theory of planned behaviour has been criticized because subjective norms, perceived behavioural control and attitude typically explain 30%-50% of the

variance in intentions. Therefore, about half of the variance remains unexplained in entrepreneurial intentions. Moreover, the relationships among the constructs are not consistent across different contexts and situations (Krueger et al., 2000).

Notwithstanding these criticisms, researchers who have mainly focused on entrepreneurship (e.g., Krueger & Carsrud, 1993) have argued that Ajzen's (1991) theory of planned behavior (TPB) serves as an appropriate theory for providing explanations for the impact of distal variables (e.g., personality) on entrepreneurial intentions. As a result, the theory of planned behaviour has been hugely supported empirically by researchers (e.g., Armitage & Conner, 2001) and it has been applied in researches related to entrepreneurial intention (Krueger et al., 2000). This study therefore utilizes the TPB, together with other relevant ones as discussed below.

2.2.2 Theory of Entrepreneurial Event

The theory of entrepreneurial event was propounded by Shapero and Sokol (1982) to understand entrepreneurial behaviour. According to this theory, individuals in their course of life are faced with choices to make certain decisions such as starting a business. However, these decisions are influenced by three elements: perceived desirability, propensity to act and perceived feasibility which have been found to be positively and significantly associated to entrepreneurial intentions (e.g., Krueger, 1993).

Perceived desirability embraces an individual's attraction towards starting a business based on direct and indirect experiences. These entrepreneurial experiences could emanate from one's work or influences from role models. To Krueger (1993), perceived feasibility encompasses the eagerness at which individuals believe they are competent enough in managing a new venture. This belief is rooted in their competencies emanating from the skills, emotions

and knowledge acquired (Shook, Priem & McGee, 2003). Moreover, propensity to act is the subjective inclination by individuals to take actions on their decisions. Thus, it captures the volitional feature of one's intention ("I will do it"). However, propensity to act is the most relevant, as perceived feasibility and perceived desirability are inadequate in assisting individuals to actualize their intentions without the existence of propensity to act.

Furthermore, both entrepreneurial event model and theory of planned behaviour are analogous to providing interpretations for entrepreneurial intentions (Krueger, 1993; Krueger et al., 2000). Krueger et al. (2000) revealed that perceived behavioural control in the theory of planned behaviour share some similarities with perceived feasibility in entrepreneurial event model while subjective norms and attitudes in the theory of planned behaviour corresponds with perceived desirability in entrepreneurial event model.

Therefore, an individual's engagement in entrepreneurship could be influenced by the perceived skill which the individual possesses; creativity and political skills. This is because the presence of these skills could help the individual to have some easiness when having intentions of engaging in entrepreneurship. Moreover, Summers (1998) elucidated why propensity to act is intimately related to one's ability to take charge of and have control in maneuvering his or her way in the environment. This is reflected on the fact that people with proactive personality are able to take control of their environments by anticipating and influencing their environment by establishing new ventures. This idea corroborates that of Bateman and Crant (1993) who showed that the component of tendency to act in order to change the environment (which is a dimension of proactive behaviour) is a significant predictor of entrepreneurial intentions. However, this theory is limited because there are certain unexpected situational factors such as time gap which could influence people's decision in life for which they do not have full controlled over. These

unexpected situational changes can lead to a change in attitude and thus creating a discrepancy between measured intention and behaviour. Sheth (1974) has suggested that the occurrence of unexpected events at the time of consumption can either enhance or inhibit the conversion of affect and behaviour intention into actual behaviour. These unexpected events may have changed what otherwise would have been an act based upon prior planning and affect. Notwithstanding, empirical evidence supports the applicability of the theory of entrepreneurial event to the field of entrepreneurship (Krueger & Brazeal, 1994; Krueger et al., 2000).

2.3 Review of Related Studies

Different scholars have varied views on the variables of interest in this study: proactive personality, creativity, political skills, and entrepreneurial intentions. For instance, early researchers (e.g., Richards, 1993) advanced the idea that creativity was the exclusive preserve of a particular group of people, emphasising the role of nature on creativity. On the other hand, other researchers (e.g., Runco, 2008) emphasised the role of nurture on creativity. But, in this study, the researcher argued that creativity involves the combination of nurture and nature. With respect to proactive personality, whereas some studies (e.g., Crant, 1996) have focused on the positive attributes of highly proactive people, others (e.g., Batemen & Crant, 1993) have examined proactive personality paying attention to some of the negative behaviour exhibited by highly proactive people. Moreover, entrepreneurial intentions have been conceptualised by some scholars (e.g., Thompson, 2009) as having intentions of starting up a new venture while other scholars (e.g., Shane, et al., 2000) have conceptualised it as having the intentions of discovering, evaluating and exploiting opportunities. Furthermore, what constitute political skills has raised much controversy among researchers. Hitherto, political skills was associated with formal power (e.g., Mintzberg, 1983) while in some recent studies (Perrewé, & Nelson, 2004), it has been

associated with one's ability to be effective in informal interactions. Therefore, the researcher sought to examine the predictive roles of proactive personality, creativity and political skills on entrepreneurial intentions among National Service Personnel in Accra.

2.3.1 Proactive Personality and Entrepreneurial Intentions

The impact of proactive personality at the work place has received enormous attention from researchers. For instance, some potential outcomes include; career success, job performance and newcomer adjustment (Crant, 1995; Kammer-Mueller & Wanberg, 2003; Seibert, Kraimer & Crant, 2001). Moreover, personality has been found to provide explanations for why people tend to have start-up intentions than business success and start-up realization (Rauch & Frese, 2007; Zhao & Seibert, 2006). In spite of these studies, Crant (2000) has suggested for the need for further research on work outcomes which can be associated with proactive personality.

Kim-Yin, Uy, Chernyshenko, Moon-ho and Yoke-lee (2015) examined the extent to which different people would be inspired towards entrepreneurship as compared to specialized professional work-role or organizational leadership. The study employed university students in Singapore. Results showed that proactive personality was positively associated to both leadership and entrepreneurial motivations but unrelated to professional motivation.

Furthermore, a study by Delle and Amadu (2015) on the association between entrepreneurial intentions and proactive personality and how this relationship was moderated by level of student revealed a positive association between entrepreneurial intentions and proactive personality. The researchers made use of undergraduate students from three universities in the Greater Accra Region (University of Ghana, University of Professsional Studies and Zenith

University College). Also, results indicated that level of student did not moderate the association between entrepreneurial intentions and proactive personality.

Moreover, Prabhu et al. (2012) investigated the roles of entrepreneurial self-efficacy and proactive personality on entrepreneurial intentions. Students offering business administration from Finland, Russia, China and USA who were between the ages of 17 and 27 were employed for the study. The researchers found that all the three components of entrepreneurial intent (high-growth, general and life style) were positively related to proactive personality. Moreover, the two indications of entrepreneurial intent (life style and high growth) were fully mediated by self-efficacy on its relationship with proactive personality. However, the study was only limited to students who were between the ages of 17 and 27 years which makes extrapolation of findings beyond this age bracket difficult. Therefore, this study involved all National Service Personnel regardless of age.

In addition, Göksel and Aydintan (2011) examined the influence of need for achievement, proactivity and internal locus of control on an individual's inclination towards entrepreneurship. Undergraduate business administration students in Ankara, Turkey, filled survey questionnaires measuring these variables. Results revealed a positive significant association between need for achievement, proactivity and internal locus of control on entrepreneurial propensity by individuals.
However, the study failed to include students offering other courses, thus limiting the generalizability of the results to the entire student body. In essence, the current study included National Service Personnel who offered different courses.

In addition, Prieto's (2011) study among Hispanic and African American undergraduate students on whether an association exists between social entrepreneurial intentions and proactive

personality and if hope moderated this association revealed that social entrepreneurial intentions was positively associated to proactive personality. Moreover, the association between entrepreneurial intentions and proactive personality was not moderated by hope.

Besides, Gupta and Bhawe (2007) investigated the role of stereotype threat and proactive personality on women's entrepreneurial intentions among students at the business school. Participants were sent an email for them to complete questionnaires measuring these variables. Results indicated that entrepreneurial intention was positively associated to proactive personality. However, the study was limited because it focused only on women, therefore, it does not permit generalization to males.

2.3.2 Political Skills and Entrepreneurial Intentions

Researchers have found ample evidence of the associations between political skills and its dimension on entrepreneurial intentions. For example, Brice and Spencer (2007) in their study found that political savvy is valued by individuals who have a strong entrepreneurial intentions, although, human competencies such as; functional expertise, organizational skills, willingness to make sacrifices and knowledge of customer wants and needs are relevant in successfully starting a new business enterprise.

Furthermore, in an examination of the associations between the various sub-dimensions of political skills (apparent sincerity, networking ability, interpersonal influence and social astuteness) on entrepreneurial intentions, Phipps and Prieto (2015) found that political skills were significantly and positively associated to entrepreneurial intentions among undergraduate students in United States of America. Also, the researchers indicated that networking ability had the strongest association with entrepreneurial intentions, followed by social astuteness, interpersonal influence and apparent sincerity.

Moreover, in a study by Phipps et al. (2015), entrepreneurial intentions was found to be positively associated to political skills among males but not for female undergraduate students in Kenya. The author explained that entrepreneurship may be viewed as an alternative to employment considering the level of unfairness that women face when it comes to hiring practices for work. This tend to support the claim by Ellis, Cutura, Dione, Gillson, Manuel and Thongori (2007) that gender discrimination still persists among employers when it comes to hiring and paying of employees. Also, culture limits women from working outside the home environment. Therefore, it is logical to assume that women are more likely to involve themselves in entrepreneurial endeavours in order to have a deserved career without necessarily paying attention to their levels of political skill.

Furthermore, Phipps (2012) examined the association between entrepreneurial intentions and creativity and how political skills moderated this relationship. Participants completed political skill inventory, entrepreneurial intention questionnaire and creativity subscale. Results showed that entrepreneurial intention was positively related to political skills.

Another study by Douglas et al. (2000) examined how career choice is related to people's attitudes toward independence, risk, income and work effort and how these attitudes influence one's intention of setting up a new business. Results showed that persuasive skills which is an aspect of political skills increased the likelihood of individuals to have higher entrepreneurial intentions. This finding corroborates that of Witt (2004) who proposed networking abilities as an antecedent of entrepreneurial intentions.

2.2.3 Creativity and Entrepreneurial Intentions

Studies pertaining to entrepreneurial behaviour have not widely considered aspects of creativity (Hamidi, Wennberg & Berglund, 2008). However, it seems plausible to describe

entrepreneurship as a product emanating from creativity (Hamidi et al., 2008). The idea behind this linkage is that newness and appropriateness are key components of entrepreneurship because potential entrepreneurs are supposed to be creative in their ideas, products or services they put on the market.

In support of this assertion, a study was conducted by Zampetakis and Moustakis (2006) among students to examine the association between entrepreneurial intentions and creativity from two engineering schools. Participants were asked to complete questionnaires measuring these variables and it was found that entrepreneurial intentions could be predicted by a family environment that supported creativity and student's own self-perception of creativity. However, this study included only engineering students which limited the extent to which the findings could be generalized. Therefore, this study focused on National Service Personnel who had offered different courses.

Moreover, Olufunso (2010) examined the motivators and obstacles that graduates in South Africa face when engaging in entrepreneurial intentions. Undergraduate and postgraduate students completed self-administered questionnaires measuring the variables and the data was subjected to analysis using t-test and principal component analysis. The researcher found that South African students have weak entrepreneurial intentions. However, creativity, autonomy, employment, economic and capital were the five motivators found to influence their entrepreneurial intentions. This study corroborates Hamidi's et al. (2008) conclusion that creative individuals are more likely to exhibit entrepreneurial intentions. Furthermore, Schein's (1990) classification of five "career anchors": security and stability, managerial competence, autonomy, technical competence and independence, and entrepreneurial creativity provided grounds for the conclusion made by Feldman and Bolino (2000) in their empirical research that

self-employment is a viable option for highly creative individuals. This finding corroborates with the conclusion arrived by Lee, Florida and Acs (2004) that creativity is positively associated to the setting up of new venture. Another study by Phipps (2012) among undergraduate students in United States of America found a positive association between entrepreneurial intentions and creativity. However, Phipps et al. (2015) found that creativity is not positively related to entrepreneurial intentions among undergraduate students in Kenya. The authors explained that entrepreneurship is valued among students in developing countries including Kenya in spite of their level of creativity because entrepreneurship is perceived as an escape from unemployment or underemployment in a problematic career climate. Therefore, in the Kenyan context, creativity does not always influence one's engagement in entrepreneurial intentions.

2.2.4 Political skills as a mediator between Proactive Personality and Entrepreneurial Intentions.

Despite the fact that researchers investigating proactive personality have demonstrated a wide variety of outcomes (Crant, 1995; Seibert, Kraimer & Crant, 2001; Kammer-Mueller & Wanberg, 2003), very little research has delved into this construct to provide explanations on when proactive personality leads to work outcomes (Shi, Chen & Zhou, 2011). As a result, the researcher suggests that political skills may provide an explanation for the association between entrepreneurial intentions and proactive personality.

Studies (e.g., Ferris et al., 2005; Liu, Ferris, Perrewe, Weitz & Xu, 2007) have demonstrated some distinct and similar features between political skills and proactive personality. Whereas proactive personality exists by nature and it is unwavering over time, political skills are not simply trait-based but can also be learned and developed. Therefore, it is accepting to suggest that there are some dispositional antecedents of political skills since it is

these personality antecedents that help individuals to engage in behaviours which are appropriate enough for them to exercise this personal influence over others.

In support of this assertion, a study was conducted by Yousaf, Sanders and Shipton (2013) to investigate the role of proactive personality on affective commitment and the mediating and moderating roles of occupational satisfaction and political skills respectively. Results indicated that political skill was positively associated to proactive personality. Moreover, unlike political skills, proactive personality had no significant relationship with occupational satisfaction. Also, the interaction between proactive personality and political skills was not significantly associated to occupational satisfaction. However, this result suggests the mediating role of political skills on the association between proactive personality and occupational satisfaction. By implication, proactive personality tends to enhance the political skills of employees which in turn enhance their occupational satisfaction.

Moreover, Zhao, Peng and Sheard (2013) examined the moderating roles of political skills and proactive personality on the association between workplace ostracism and employees counterproductive work behaviours. The researchers observed that political skill was positively and significantly related to proactive personality. Also, the association between workplace ostracism and counterproductive work behaviours were jointly moderated by proactive personality and political skills. Specifically, high proactive personality together with high political skills resulted in the weakest association between workplace ostracism and counterproductive work behaviour. This finding corroborates Prieto (2010) suggestion that, one of the key determinants of the failure and success of proactive personality should be political skills. This is because employees high in both proactive personality and political skills tend to inspire trust, ability and skill among others which would demotivate them from perceiving

themselves of being ostracized at the work place and consequently engage in counterproductive work behaviour. However, an employee with low political skills would impair the moderating effect of proactive personality on both work place ostracism and counterproductive work behaviour.

Furthermore, Shi et al. (2011) examined the mediating role of political skills dimension on the association between employee performance and proactive personality. The researchers found that the various sub-dimensions of political skills (interpersonal influence, networking ability social astuteness) mediated the association between in-role performance and proactive personality. Moreover, proactive personality was significantly associated to networking ability, social astuteness and interpersonal influence. By implication, individuals who are high in proactive personality are more likely to develop a high networking ability by forming strong relationships with influential people. Also, individuals with a high proactive personality would employ their favourable social networks through their social capital and develop interpersonal influence to enable them to accomplish their set targets. In addition, social astuteness would help proactive people to initiate changes within their work environments by properly understanding social interactions and the behaviours of others.

In addition, Ferris et al. (2007) examined the construct of political skills in organizations and by so doing the researchers investigated some dispositional antecedents of political skills. Four main dispositional themes (perceptiveness, control, affability and active influence) were linked with the various sub-dimensions of political skills. Conscientiousness and self-monitoring which according to the authors are reflective of perceptiveness were reported to be significantly and positively related to social astuteness. In essence, because of the self-confidence exhibited by politically skilled individuals they are able to sustain their balance by not focusing inward but

rather outward toward others and the environment. Moreover, extraversion, agreeableness, and positive affectivity captured the affability disposition since affability reflects a likeable, outgoing, and interpersonally pleasant person. Studies by Kolodinsky, Hochwarter and Ferris (2004) reported that political skill was significantly and positively associated to extraversion.

This finding corroborates Blickle, Wendel and Ferris (2010) who showed that political skills was positively related to extraversion, but negatively associated to neuroticism. Also, extraversion and political skills interacted to predict performance. The researchers provided explanation for this result based on the arguments of the socio-analytic theory by Hogan and Shelton (1998). The argument was that the interaction of extraversion and political skills tend to complement each other on the skills and motivation that each of them is lacking. This is because politically skilled people have the necessary social capacity and astuteness to influence others to act in ways which demonstrate a high level of sincerity and trustworthiness.

Moreover, a study was conducted by Liu et al. (2007) to investigate the dispositional precursors of political skills and its job performance consequences, and also the mediating role of reputation. It was observed that affability and proactive personality predicted political skills, and; in turn, political skills predicted job performance ratings. Moreover, reputation fully mediated the relationship between political skills and job performance. Also, political skill was positively associated to extraversion and extraversion was strongly associated with networking ability and interpersonal influence. By implication, an exploration of some of the dispositional antecedents of political skills are becoming relevant for employees to be successful at the work place considering the fact that some jobs require employees to have good interpersonal relationships, flexibility and adaptation.

In another study, Lambert, Eby and Reeves (2006) found the predictive role of proactive personality on networking intensity. This study was conducted to examine the extent at which individuals engage in networking when faced with setbacks. The implication of this finding is that individuals who are high in proactive personality are able to market themselves in order to achieve career success as well as to persevere when faced with challenging situations by taking initiatives to change negative situations.

Furthermore, a study was conducted by Thompson (2005) to examine a mediated model of the association between job performance and proactive personality among business school alumni from a Midwestern University. Results indicated that proactive personality was significantly and positively related to networking ability (a key component of political skills) and both networking building and initiative taking mediated the association between proactive personality and job performance. By implication, building on the social capital theory, networking ability may play an important role by assisting and leveraging resources and building the right contacts that proactive employees might need for better performance at the work place.

From the foregoing, the researcher realized that most studies (e.g., Blickle et al., 2010; Shi et al., 2011; Zhao et al., 2013) have demonstrated a significant positive association between political skills and proactive personality. Moreover, both proactive personality and political skills have been found to predict entrepreneurial intentions (Douglas et al., 2000; Göksel et al., 2011; Phipps, 2012; Prabhu et al., 2012). As a result, it is tentative for the researcher to anticipate that political skills may provide a mechanism for the linkage between entrepreneurial intentions and proactive personality. This is because highly proactive people are predisposed to influencing their environments and for them to achieve this goal, there might be the need for them to be politically skilled in terms of a higher possession of apparent sincerity, networking ability,

interpersonal influence and social astuteness and this might motivate them to have higher intentions of engaging in entrepreneurship.

2.3.5 Creativity as a moderator between Proactive Personality and Entrepreneurial Intentions through Political Skills.

Political skills has received attention from researchers (e.g., Shi et al., 2011) because of its role in providing explanations on when people with higher proactive personality tend to engage in various work outcomes (e.g., employee performance, counterproductive work behaviour). However, there is the need to further understand how political skills lead to more positive outcomes and to examine the role of other contributing variables such as creativity as a potential moderator. This is necessary because it would shed a better insight into the mediating role of political skills without ignoring the level (low, moderate and high) of creativity that should be focused on for individuals to have higher intentions of engaging in entrepreneurship.

In support of this assertion, researchers (e.g., Janssen, 2005) have suggested the need for creative people to go the extra mile of not just inventing new products and services which are useful to society but should also be effective in engaging in social influence. In the same vein, the researcher argues for politically skilled people to not just be shrewd, confident and inspire trust and genuineness in others but should come up with ideas, services and products which are novel and useful. This is because even though political skills will expose people to "significant others" who have the influence and social capital to support one's business, the existence of creativity would not just serve as a conduit in providing those connections, but would also make an individual to stand out in the midst of multitudes.

Moreover, the psychological resources and social abilities associated to political skills can be of great use depending on the level of creativity that an individual engages in. Politically

skilled employees are more likely to rely on upward influence techniques such as, bargaining, assertiveness, reasoning, appeals to higher authority, coalition building, and/or friendliness (Ferris et al., 2007; Kipnis, Schmidt & Wilkinson 1980) and all of these techniques require the use of psychological resources for it to be actualized. However, it is suggestive that these techniques require a bit of creativity. For instance, reasoning involves a bit of creativity because of the craftiness involved in making one's idea to flow in a logical manner for people to buy into them.

Furthermore, the prominences placed on generating new ideas reflect an action-based orientation. Therefore, the researcher argues that proactive personality is an individual disposition that is relevant to examine in conjunction with creativity on political skills. This is imperative because one of the main conditions for conducting a moderated-mediation analysis is the existence of moderation.

In support of this assertion, a study by Kim, Hon and Lee (2010) indicated that proactive personality was positively associated to employee creativity. This finding corroborate Kim, Hon and Crant (2009) and Zampetakis (2008) who showed that creativity was positively associated to proactive personality among employees.

In addition, Rahman, Batool, Akhtar and Ali (2005) found that creativity was positively associated to proactive personality among managers at the banking sector in Pakistan. However, this relationship was mediated by trust and information exchange.

Consequently, in addition to the positive association between proactive personality and political skills (e.g., Yousaf et al., 2013) there is a cause to anticipate creativity as a moderator of the proactive personality-political skills relationship. Therefore, the researcher is anticipating that

a low level of creativity is enough to strengthen the association between proactive personality and political skills while a high level of creativity is enough to weaken the relationship. The rationale for this hypothesis is based on empirical evidence which suggests a strong association between proactive personality and political skills.

Moreover, the anticipatory mediating role of political skills in the association between proactive personality and entrepreneurial intentions and the interaction between proactive personality and creativity on political skills is a necessary condition for moderated-mediation analysis. Therefore, the researcher is suggesting that a low level of creativity will strengthen the indirect effect of proactive personality on entrepreneurial intentions through political skills while a high level of creativity will weaken the indirect effect of proactive personality on entrepreneurial intentions through political skills.

2.3.6 Gender differences in Entrepreneurial Intention

Gender difference is one of the underlying sociocultural dimensions that influence entrepreneurship (Karimi, Biemans, Lans, Mulder, & Chizari, 2012). In spite of the fact that the engagement of women in entrepreneurship is on a rise (De Bruin, Brush, & Walter, 2006), stereotypes attached to entrepreneurships tend to favour males (Ahl, 2006) and as a result more men tend to engage in entrepreneurship than women (Langowitz et al., 2007; Marlow, 2002). The reasons for this gender gap are indefinite (Minniti & Arenius, 2003). However, individual's entrepreneurial perceptions and intentions may be among the factors that might play a decisive role in one's engagement in entrepreneurship (Koellinger, Minniti, & Schade, 2011).

A meta-analysis was conducted by Haus, Steinmetz, Isidor and Kabst (2013) on the role of gender on entrepreneurial intentions. The researchers made use of 30 published studies which have been reported to have at least two correlations with perceived behavioural control, attitude

toward starting a business and subjective norm within the last 15 years were included in the study. Results indicated that respondents and region moderated the association between gender and entrepreneurial intentions. For instance, America men had lower intentions of establishing a business than women while European men showed higher entrepreneurial intentions than women. Moreover, male students showed weaker entrepreneurial intentions than females while female non-students showed weaker entrepreneurial intentions than males.

Furthermore, a study was conducted by Phipps (2012) to examine the role of creativity and political skills on entrepreneurial intentions. Results showed that undergraduate students who were males had higher entrepreneurial intentions than females. This result corroborates that of other studies (e.g., Wilson, Kickul & Marlino 2007; Zhao et al., 2005) which found lower entrepreneurial intentions among women than men.

Moreover, Veciana, Aponte and Urbano (2005) study among students in Puerto Rico and Catalonia revealed that most men have really thought of engaging in entrepreneurship in Catalan. Furthermore, Routamaa, Hautala and Rissanen (2004) also indicated that men have higher intentions of engaging in entrepreneurship and are actually making efforts to engage in entrepreneurship. In addition, Ozaralli and Rivenburgh (2016) found that men actually had lower intentions of engaging in entrepreneurship when compared to women among Turkish university students.

In contrast, Phipps and Prieto's (2015) investigation on political skills and creativity on entrepreneurial intentions among undergraduate students in Kenya revealed that men and women did not differ when it comes to their engagement in entrepreneurial intentions. The authors explained that this may be plausible considering the alarming rates of unemployment especially among the youths in Sub-Saharan Africa.

Moreover, other studies (e.g., Göksel et al., 2011; Zampetakis, 2008) have found no statistically significant difference between gender and entrepreneurial intentions. One possible explanation given by Zampetakis (2008) for this contradictory result is the issue of context and disciplinary differences. This is because; participants were Greek students who studied business, engineering and science. However, Göksel's et al. (2011) study was limited because the authors used only business administration students which make generalization difficult.

Furthermore, Prabhu et al. (2012) found no gender differences in entrepreneurial intentions among undergraduate and graduate business administration students in USA, Finland, China and Russia. This finding corroborates Gupta, Turban, Wasti and Sikdar (2009) who found no significant difference between gender and entrepreneurial intentions among USA students.

2.4 Rationale of the Study

Studies on entrepreneurial intentions have largely focused on developed countries (Bruton, Ahlstrom & Obloj, 2008; Turker & Selchk, 2009). However, Barbosa and Moraes (2004) argued for the need for studies to be conducted in developing countries because conclusions that may be reached might be different from those in developed countries (which might be due to environmental differences).

Furthermore, previous studies on entrepreneurial intentions have mostly used student samples (Vingoradov, Kolvereid & Timoshenko, 2013). The argument raised for the choice of this sample is that students in their final year are contemplating which career path to pursue. Moreover, these students are more entrepreneurially inclined than other sections of the population (Veciana et al., 2005). This implies that individuals who fall between the ages of 25

and 34 years and who have attained height in education are more likely to engage in entrepreneurship.

However, it was noticed through available literatures that no research on entrepreneurial intentions has been carried out on National Service Personnel in Accra. This sample is equally important considering the high level of unemployment in developing countries such as Ghana (especially among the youths) because of the inability of formal and informal organizations to employ fresh graduates due to skills mismatch and skills oversupply (Oppong, 2013). There is the need to examine whether these National Service Personnel have any intentions of engaging in entrepreneurship.

Moreover, there is a research gap on creativity since most of the studies conducted on creativity have mainly taken place in Western countries (Anderson, Potočnik, & Zhou, 2014). Even though there have been some studies on creativity (e.g., Nyarko, Akenten & Abdul-Nairu, 2013) in Ghana, the researchers focused on the role of teachers in stimulating creativity among basic school students. This is encouraging because of the role of context in creativity. As such, there is the need for researchers to divert their attentions to how creativity is perceived and understood in other contexts since culture tends to play an important role in how creativity is interpreted and understood by people within particular contexts. However, this study inspected a different dimension of creativity by not exploring some of its antecedents but investigating some outcomes (entrepreneurial intentions) which can be associated with creativity.

Finally, to the best awareness of the researcher, no study has sought to find out how entrepreneurial intention is predicted by the various independent variables (proactive personality, political skills and creativity).

2.5 Statement of hypotheses

Based on the study objectives and reviewed literature, the present study tested the following hypotheses:

1. There will be a significant positive relationship between proactive personality and political skills.
2. Proactive personality will account for more variance in predicting entrepreneurial intentions as compared to political skills and creativity.
3. Political skills will mediate the relationship between entrepreneurial intentions and proactive personality.
4. Creativity will moderate the strength of the mediated relationship between entrepreneurial intentions and proactive personality through political skills, such that the mediated relationship will be stronger for individuals low in creativity than individuals high in creativity.
5. Males are more likely to engage in entrepreneurial intentions than females.

2.6 Hypothesised Model

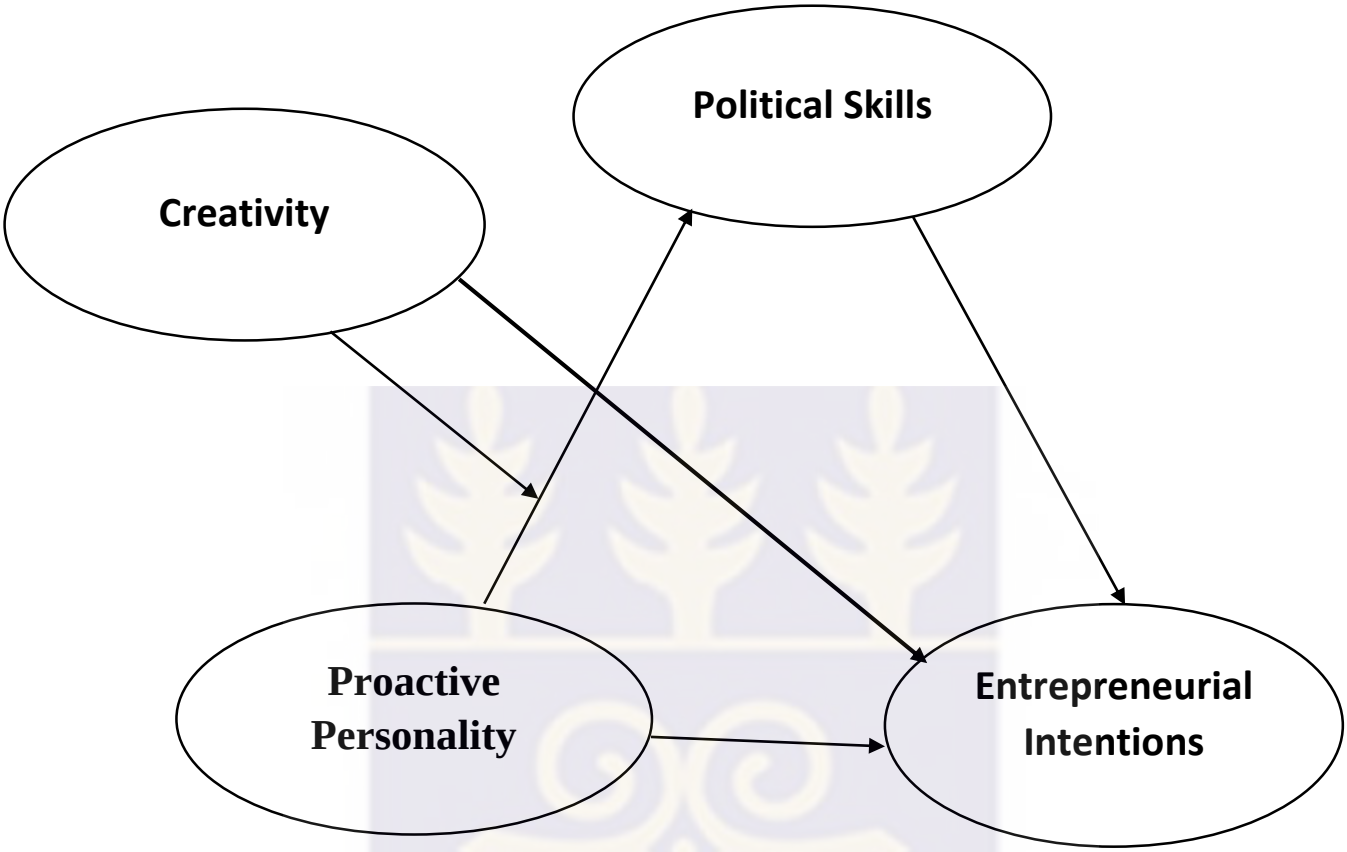


Figure 2: A schematic representation of the hypothesised relationships between creativity, political skills, proactive personality and entrepreneurial intentions

From figure 1 proactive personality is expected to predict political skills. In addition, proactive personality, creativity and political skills are expected to predict entrepreneurial intentions. The model also implies that political skills will mediate the relationship between entrepreneurial intentions and proactive personality. Moreover, it is expected that creativity will moderate the strength of the indirect association between entrepreneurial intentions and proactive personality through political skills.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides knowledge concerning the study's setting, population, sample size determination, sampling technique, design, measures, procedure for data collection for the study and data analysis.

3.2 Research Setting

Respondents for the study were National Service Personnel in public and private institutions in Accra for the 2016/2017 service year. This setting was chosen based on proximity and convenience with respect to the timeline for the study. Also, according to the Ghana Statistical Service (2014), the majority of the populations (13.1 million) are in the urban areas with 3.05 million in Accra constituting 23%. The Greater Accra Region also has the second largest population (4.31 million, 16.3%) apart from Ashanti Region (5.20 million, 19.7%). This means that there are more people in Accra than in other urban areas.

In addition, the total unemployment rate for Ghana is 11.9%, with unemployment rate much lower in rural areas (10.2%) than in urban areas (13.4%). Accordingly, Greater Accra (14.4%) constitutes the second highest unemployment rate after Upper East (18.4%) despite the fact that most people in urban areas are more enrolled in tertiary institutions than those in rural areas. As a result, the researcher wants to find out if National Service Personnel in Accra have any intentions of engaging in entrepreneurship.

3.3 Population

In 1973, the Ghana National Service Scheme (GNSS) was set up by a Military Decree (N.R.C.D 208) with the directive of galvanizing and positioning Ghanaians particularly graduates who are 18 years and above in various institutions in the country to provide services for a period of one (1) year. Moreover, the Parliament of Ghana gave legal backing to the Scheme by announcing and passing the National Service Act of 1980, Act 426. The Scheme's main role is to assist in promoting cohesion and unity, national consciousness and national awareness among the youth's (Sarbah, Quaye, Otu-Nyarko & Addai-Dwomoh, 2014).

Interestingly, the importance of the Scheme is stressed upon from responses provided by most graduates when enquired of them about their plans after school. Usually, the response is "National Service". However, considering the high rate of unemployment in Ghana especially among the youths and the inability of formal and informal organizations to provide employment for fresh graduates, the question that the researcher is seeking to answer is: What happens after national service considering the fact that entrepreneurship has been recognized as a need for developing countries? (Fick, 2002; Phipps et al., 2015)

3.4 Sample size determination

The researcher used three hundred and twenty three (323) National Service Personnel in Accra as respondents for the study out of three hundred and ninety (390) questionnaires that were distributed representing a response rate of 82.8%. This sample comprised 189 males and 134 females with different parental occupation, marital status, religious affiliations and who differed in terms of having a role model who is an entrepreneur. This sample size was based on the second quarterly report of 2016/2017 from the National Service Scheme (NSS) which

indicated that 26,876 service personnel were posted to various public and private institutions in the Greater Accra Region.

Therefore, using Krejcie and Morgan's (1970) sample size determination table, a population of 30,000 at .05 confidence interval with power of .80, requires a sample size of 379, hence the number of selected participants.

Below is a summary table showing the distribution of respondents on the demographic variable.

Table 1: *Frequency Distribution of Demographic Characteristics of Respondents*

Demographic Variable	**N**	**Percentage (%)**
Sex		
• Male	189	58.5
• Female	134	41.5
Parental Occupation		
• Public	134	41.5
• Private	71	22
• Self-employed	92	28.5
• Unemployed	7	2.2
• Retired	19	5.9
Marital Status		
• Single	290	89.8
• Married	31	9.6
• Divorced	2	.6
Religion		
• Christianity	282	87.3
• Islam	33	10.2
• African Traditional Religion	6	1.9
• Buddhism	1	.3
• Hinduism	1	.3
Do you have any role model who is an entrepreneur?		
• Yes	222	68.7
• No	101	31.3

From Table 1, 323 respondents were used for the study. Of this number, 189 (58.5%) constituted males, whereas 134 (41.5%) comprised females. In terms of parental occupation, 134

(41.5%) and 71 (22%) of the respondents indicated that their parents work at public and private sectors respectively. Moreover, 92 (28.5%) of the respondents indicated that their parents are self-employed while 7 (2.2%) and 19 (5.9%) of the respondents indicated that their parents are unemployed and retired respectively. Furthermore, with respect to marital status, 290 (89.8%) of the respondents indicated that they are single, 31 (9.6%) indicated that they are married, while 2 (.6%) indicated that they are divorced. In terms of religion, 282 (87.3%) of the respondents indicated that they are Christians, 33 (10.2%) indicated that they are Muslims, 6 (1.9%) indicated that they belong to the African Traditional Religion, 1 of the respondents (.3%) indicated that he is a Buddhist and another 1 of the respondents (.3%) indicated that he is an Hindu. Finally, 222 (68.7%) of the respondents indicated that they have a role model who is an entrepreneur while 101 (31.3%) indicated that they don't have any role model who is an entrepreneur.

3.5 Sampling technique

Both purposive and convenience sampling techniques were used in selecting National Service Personnel in public and private institutions in Accra. The purposive sampling technique was employed because the researcher was only interested in National Service Personnel in Accra. Moreover, convenience sampling was employed in selecting participants based on their availability and willingness to take part in the study (Babbie & Mouton, 2005) and also because of the limited time span for the study completion, and cost involved.

3.6 Research design

The study employed the use of cross-sectional survey design. This is because the researcher distributed and collected questionnaires from respondents at a single point in time.

3.7 Measures

A survey questionnaire (see appendix A) was used to collect data on the study variables. A 7 point Likert scale was used in measuring the study variables except problem solving subscale which was answered on an 8 point Likert scale. The questionnaire had five major sections: demographic information, proactive personality, creativity, political skills and entrepreneurial intentions.

3.7.1 Section One: Demographic Information

The first part of the questionnaire captured the demographic characteristics of respondents: gender (male, female), parental occupation (public, private, self-employed, unemployed, retired), marital status (single, married), religion (Christianity, Islam, African Traditional Religion, Hinduism, Buddhism) and option for role model who is an entrepreneur.

3.7.2 Section Two: Proactive Personality Scale

Crant and Kraimer's (1999) refined version of Proactive Personality Scale contingent on Bateman and Crant (1993) was used for the study. This scale has 10 items and an example of an item is "I excel at identifying opportunities". Participants were asked to rate their level of agreement or disagreement in their possession of proactive personality rated on a seven point likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) with an internal consistency of .81 (Delle et al., 2015). The Cronbach alpha revealed for this study was .92.

The scores were calculated by summing the scores for each of the 10 items on the subscale measured on a 7 point Likert scale. The lowest possible proactive personality score was 10 and the highest possible proactive personality score was 70. It was interpreted that greater scores indicated more proactive individuals and smaller scores indicated less proactive individuals

3.7.3 Section Three: Problem Solving/Creativity Subscale

Creativity was measured with a 10 item version of Marsh and O'Neill's (1984) Problem Solving/Creativity Subscale (PSCS). An example of an item is "I am good at combining ideas in ways that others have not tried." Participants were asked to indicate how true or false certain statements were reflections of their level of creativity ranging from 1 (definitely false) to 8 (definitely true) with an internal consistency of .84 (Marsh, 1990). The Cronbach alpha revealed for this study was .72. Five items on the scale were reversed scored as demanded by the ways those statements were constructed.

The score was obtained by summing the scores for each of the 10 items in the subscale measured on an 8 point Likert scale. Therefore, the lowest possible creativity score was 10 and the highest possible raw score was 80. Larger scores indicated a perception of higher creativity and smaller scores indicated a perception of lower creativity.

3.7.4 Section Four: Political Skills Inventory

Political Skills Inventory which contained an 18 item with an internal consistency of .90 (Ferris et al., 2005) was used to measure political skills. The scale had four (4) main subscales (Ferris et al., 2005): apparent sincerity, interpersonal influence, networking ability and social astuteness with an internal consistency of .78, .81, .87 and .79 respectively. Four (4) items were used in measuring interpersonal influence. An instance of its item is "I am good at getting people to like me." Also, apparent sincerity was measured with three (3) items. An example of an item is "I try to show a genuine interest in other people." Moreover, networking ability was measured with six (6) items. An instance of its item is "I am good at building relationships with influential people at work." Furthermore, five (5) items were used in measuring social astuteness. An example of an item is "I have good intuition or "savvy" about how to present myself to others."

Participants were asked to rate their level of agreement or disagreement on the extent to which they are politically skilled on a seven point item scale ranging from 1 (strongly disagree) to 7 (strongly agree). The overall Cronbach alpha revealed for this study was .93 and the sub-dimensions: interpersonal influence, apparent sincerity, networking abilities and social astuteness had Cronbach alphas' of .85, .78, .85 and .81 respectively.

The score was computed by adding all the response scores together for each of the 18 items in the subscale measured on a 7 point Likert scale. Therefore, the lowest possible political skills score was 18 and the highest possible political skill was 126 with greater scores signaling a perception of higher political skills and less scores signaling a perception of lower political skills.

3.7.5 Section Five: Entrepreneurial Intentions Scale

Entrepreneurial Intentions was measured with a 6 item scale with an internal consistency of 0.94 (Liñán & Chen, 2009)). The scale was proposed by Liñán and Chen (2009) and an example of an item is "I will make every effort to start and run my own firm." Participants were asked to rate their level of agreement or disagreement in their intentions to engage in entrepreneurship ranging from 1 (total disagreement) to 7 (total agreement). The Cronbach alpha revealed for this study was .93.

The score was calculated by summing all the response scores together for each of the 6 items in the subscale measured on a 7 point Likert scale. The lowest possible entrepreneurial intention score was 6 and the highest possible entrepreneurial intentions score was 42. It was interpreted that greater scores indicated more entrepreneurial intentions and smaller scores indicated less entrepreneurial intentions.

3.8 Control Variables

Consistent with previous research (e.g., George et al., 2007; Madjar et al., 2002; Van Auken et al., 2006), the researcher controlled for gender, marital status, religion, occupation of parents and role model since these variables have been found to predict entrepreneurial intentions.

3.9 Procedure

The research began with the researcher obtaining ethical approval from the Ethics Committee for Humanities (ECH), University of Ghana. Once the approval was granted, an introductory letter from the Department of Psychology was taken to the various public and private institutions in Accra that made use of service personnel. After access to these institutions were granted, in order to make sure that the items in the various scales were culturally relevant and comprehensible, a pilot study was conducted for the study. Although the scales that were used for the study have established reliability and validity, the current study was conducted in Ghana, which may differ from the settings in which the scales were validated. As a result, a pilot study was conducted to identify items that respondents may have difficulty comprehending or may be interpreted differently than was intended. Therefore, a total of 30 questionnaires were administered to respondents in the pilot study. Four main measures or instruments were tested. The Cronbach's alpha reliability was calculated for all the scales using Statistical Product and Service Solutions (SPSS) version 22. The proactive personality scale had a Cronbach alpha of .83 whereas the creativity subscale had a Cronbach alpha of .84. The, political skills scale had a Cronbach alpha of .90 and its sub-dimensions: interpersonal influence, apparent sincerity, networking ability and social astuteness had Cronbach alphas' of .78, .81, .87 and .79 respectively. Furthermore, entrepreneurial intention scale had a Cronbach alpha of .93. The

Cronbach alphas' of all the variables (proactive personality, creativity, political skill and entrepreneurial intentions) were greater than .70 and therefore were appropriate for psychometric analysis and main data collection (Wells & Wollack, 2003). In addition, exploratory factor analysis (EFA) using the principal component analysis (PCA) was conducted on all the variables used for the study which showed that all the items were valid and as a result the researcher made use of all the items for the study.

Data collection commenced after the pilot study by the student investigator based on approved dates between the researcher and the various heads of institutions who gave oral and written consent. The participants were then given 15 minutes each to complete the questionnaire. However, some of the participants took 25-35 minutes to complete the questionnaire due to their busy schedules. In addition, the researcher was available to provide explanations to items which participants had difficulty comprehending or wanted clarifications on. However, due to the busy work schedule, the researcher had to give some time lapses, normally three days or so, and then went back to collect the filled questionnaires. Sometimes, it took almost a week and a half to get a majority of the distributed questionnaires. After the questionnaires were completed, the researcher collected questionnaires from the participants and he thanked them for their time and participation in the study.

After data was collected, it was scored and statistically analysed with the IBM Statistical Product and Service Solutions (SPSS) version 22. Out of the three hundred and ninety (390) questionnaires administered, three hundred and twenty three (323) of them were returned and properly filled representing a response rate of 82.8%. In general, it has been reported that a very good response rate should be 70% and 75% (Cohen, 1988). Babbie and Mouton (2001) also indicated that a response rate of 50% is good enough for analysis. However, 70% and above is

considered very well for statistical analysis. Therefore, the current response rate of 82.8% was sufficient for proper analysis of data. Statistical analysis was then performed on the three hundred and twenty three (323) questionnaires.

3.10 Data Analysis

In testing the stated hypotheses, a bivariate correlation was conducted to establish relationships among the study variables. Results of the correlational analysis are presented in table 5 in the results chapter. The essence of correlation is to establish relationships in terms of strengths and directions among the variables of interest (proactive personality, creativity entrepreneurial intentions and political skills) in this study.

Moreover, the data was analysed by computing for descriptive statistics (minimum, maximum, mean, standard deviation, skewness and kurtosis), reliability (Cronbach alpha), validity (exploratory factor analysis) and inferential statistics on the predictors (proactive personality, political skills, creativity) and criterion variable (entrepreneurial intentions).

The first hypothesis which stated that "there will be a significant positive association between political skills and proactive personality" was analysed using Pearson Product Moment Correlation (Pearson r). This is because the dependent variable was measured on an interval scale and the researcher was interested in the strength and direction of the relationship between the two variables.

The second hypothesis which stated that "proactive personality will account for more variance in predicting entrepreneurial intentions as compared to political skills and creativity" was analysed using Hierarchical Multiple Regression. This is because the researcher was interested in the amount of variance in entrepreneurial intentions accounted for by proactive

personality, political skills and creativity while controlling for demographic variables (gender, parental occupation, marital status, religious affiliation and role model).

The third hypothesis which stated that "political skills will mediate the association between entrepreneurial intentions and proactive personality" was analysed following the three-step model for mediation analysis proposed by Baron and Kenny (1986) and Hayes (2013) PROCESS Model 4. Using the three-step model, in Step 1, the mediator (political skills) was regressed on the predictor (proactive personality). In Step 2, the outcome variable (entrepreneurial intentions) was regressed on the predictor (proactive personality). Also, in Step 3, the mediator (political skills) was regressed on the outcome variable (entrepreneurial intentions) while controlling for the predictor (proactive personality). Moreover, the predictor (proactive personality) was regressed on the outcome variable (entrepreneurial intentions) while controlling for the mediator (political skills).

The fourth hypothesis which stated that "creativity will moderate the strength of the mediated relationship between proactive personality and entrepreneurial intentions through political skills, such that the mediated relationships will be stronger for individuals low in creativity than individuals high in creativity" was analysed using the Hayes's (2013) bootstrapping method of 5000 resamples with the PROCESS macro for SPSS using Models 7. To assess moderated-mediation, the researcher examined four conditions after the existence of mediation was shown in hypothesis three. The first condition was a significant main effect of proactive personality on political skills. The second condition was the significant main effect of creativity on political skills. The third condition was the interactions between proactive personality and creativity on political skills. The fourth condition was the different conditional indirect effect of proactive personality on entrepreneurial intentions through political skills

across low and high levels of creativity. The last condition makes way for the researcher to know the existence of moderated-mediation by establishing whether the strength of the mediation through political skills differs across the levels (low and high) of the moderator (creativity).

The fifth hypothesis which stated that "males are more likely to engage in entrepreneurial intentions than females" was analysed using the independent *t*-test. This is because the researcher was interested in comparing two groups (males and females) which are independent of each other on entrepreneurial intentions.

CHAPTER FOUR

RESULTS

4.1 Introduction

The primary purpose of this study was to examine the extent to which proactive personality, creativity and political skills predicted entrepreneurial intentions among National Service Personnel in Accra. These study variables were tested based on the stated hypotheses. Hierarchical multiple regression, Pearson product moment correlation coefficient (Pearson r), moderated-mediation analysis and independent *t*-test were employed in testing the hypotheses. The results obtained are presented in the preceding paragraphs, using tables and figures.

4.2 Preliminary Analysis

In conducting research, the use of parametric tests such as regression analysis requires the researcher to meet certain assumptions before he or she proceeds with the analysis. As a result, the researcher first tested these assumptions and details are explained below.

First, the dependent variable (entrepreneurial intentions) should be normally distributed. With this inspection, the researcher resorted to the use of skewness and kurtosis. As displayed in Table 6, the skewness and kurtosis for entrepreneurial intentions, proactive personality and political skills fell within -2 to +2 which indicates that the data is normally distributed (Garson, 2012).

Moreover, the assumptions of non-existence of multicollinearity, homoscedasticity, linearity and independence of errors were met. The essence of non-existence of multicollinearity was tested to ensure that the variables are not highly correlated. One of the ways of establishing this is the use of variance inflation factor (VIF) and tolerance. The variance inflation factor indicates whether a predictor has a strong linear relationship with the other predictors. According

to Field (2009), if the VIF is greater than 10, then there is cause for concern and if tolerance is below 0.1 then there is a serious problem. However, all of the variables fell within the acceptable range. Therefore, this confirms that the researcher had no problem with collinearity. In addition, the means and standard deviations were considered in the computation.

4.3 Validation of Scales

In research, there is the need to validate scales which have been developed in different contexts in order to ensure that the items on the scale carry the same meaning among members of a different sample. For this study, exploratory factor analysis using principal component analysis with direct oblinim was conducted on each of the scale with the objective of finding out if the scales tend to measure the constructs of interest within the Ghanaian setting. Results from the analysis indicated that the scales were valid.

4.3.1 Exploratory Factor Analysis of Proactive Personality Questionnaire

The 10 items on the proactive personality questionnaire were subjected to exploratory factor analysis (EFA) using the principal component analysis (PCA) with oblique rotation (direct oblimin). Before the principal component analysis was conducted, the suitability of the scale for factor analysis was assessed. Observing from the correlation matrix, it was identified that many of the correlation coefficients were .3 and above. The Kaiser-Meyer-Olkin (KMO) measure confirmed the sampling adequacy of the analysis, KMO = .93 which is well above the minimum criterion of .5 and fell into the range of "marvelous" (Field, 2009). Bartlett's test of sphericity χ^2 (45) = 1961.68, $p < .001$ indicated that correlations between items were sufficiently large for principal component analysis. Results of the principal component analysis procedure revealed one component, which explained 59.14% of the variance with an eigenvalue of 5.914. Further examination of the scree plot showed a clear break after the first component. Using scree test, it

was decided to retain one component for further investigation. All of the items had factor loadings > .40 and the interpretation was consistent with previous research which indicated one component (Delle et al., 2015). The items included in the proactive personality questionnaire, and their loadings, are presented in Table 2.

Table 2: Summary of Exploratory Factor Analysis of Proactive Personality Questionnaire

Proactive Personality	**Component**
1. I am constantly on the lookout for new ways to improve my life	.79
2. Wherever I have been, I have been a powerful force for constructive change	.82
3. Nothing is more exciting than seeing my ideas turn into reality	.82
4. If I see something I don't like, I fix it	.77
5. No matter what the odds, if I believe in something I will make it happen	.78
6. I love being a champion for my ideas, even against other's opposition	.72
7. I excel at identifying opportunities	.80
8. I am always looking for better ways to do things	.82
9. If I believe in an idea, no obstacle will prevent me from making it happen	.73
10. I can spot a good opportunity long before others can	.62

Extraction Method: Principal Component Analysis
Rotation Method: Oblinim with Kaiser Normalization

4.3.2 Exploratory Factor Analysis of Problem Solving/Creativity Sub-scale

The 10 items on the creativity sub-scale were subjected to exploratory factor analysis (EFA) using the principal component analysis (PCA) with direct oblinim. Before the PCA was conducted, the suitability of the scale for factor analysis was assessed. Observing from the correlation matrix, it was identified that many of the correlation coefficients were .3 and above. The Kaiser-Meyer-Olkin (KMO) measure confirmed the sampling adequacy of the analysis, KMO = .83 which is well above the minimum criterion of .5 and falls into the range of "great" (Field, 2009). Bartlett's test of sphericity χ^2 (45) = 1053.65, $p < .001$ indicated that correlations between items were sufficiently large for PCA. Results of the principal component analysis procedure revealed two components with an eigenvalues of 3.500 and 2.208 respectively which cumulatively explained 57.08% of the variance (35.00, 22.08 respectively). Further examination of the scree plot showed a clear break after the second component. Using scree test, it was decided to retain two components for further investigation. All of the items had factor loadings > .40. The items included in the creativity sub-scale and their loadings, are presented in Table 3.

Table 3: Summary of Exploratory Factor Analysis of Creativity Sub-scale

Creativity	Component 1	Component 2
1. I am never able to think up answers to problems that haven't already been figured out		.74
2. I am good at combining ideas in ways that others have not tried	.79	
3. I wish I had more imagination and originality	-.53	
4. I enjoy working out new ways of solving problems	.80	
5. I am not much good at problem solving		.80
6. I have a lot of intellectual curiosity	.72	
7. I am not very original in my ideas, thoughts and actions		.79
8. I am an imaginative person	.70	
9. I would have no interest in being an inventor		.77
10. I can often see better ways of doing routine tasks	.70	

Extraction Method: Principal Component Analysis
Rotation Method: Direct Oblinim with Kaiser Normalization

4.3.3 Exploratory Factor Analysis of Political Skills Scale

The 18 items on the political skills scale were subjected to exploratory factor analysis (EFA) using the principal component analysis (PCA) with direct oblinim. Before the PCA was conducted, the suitability of the scale for factor analysis was assessed. Observing from the correlation matrix, it was identified that many of the correlation coefficients were .3 and above. The Kaiser-Meyer-Olkin (KMO) measure confirmed the sampling adequacy of the analysis, KMO = .92 which is well above the minimum criterion of .5 and falls into the range of "marvelous" (Field, 2009). Bartlett's test of sphericity χ^2 (153) = 3412.30 $p < .001$ indicated that correlations between items were sufficiently large for PCA. Results of the principal component analysis procedure revealed four components with eigenvalues of 8.35, 1.43, 1.28 and 1.13 respectively. An examination of the scree plot showed a clear break after the third component. Using scree test, it was decided to retain three components for further investigation which was supported by Parallel Analysis. The three components cumulatively explained 61.43% of the variance (46.36, 7.96 and 7.11 respectively). All of the items had factor loadings > .40. The items included in the political skills, and their loadings, are presented in Table 4.

Table 4: Summary of Exploratory Factor Analysis of Political Skills Scale

Political Skills	Components		
	1	2	3
1. I spend a lot of time and effort at work networking with others		.60	
2. I am able to make most people feel comfortable and at ease around me	.86		
3. I am able to communicate easily and effectively with others	.82		
4. It is easy for me to develop good rapport with most people	.84		
5. I understand people very well	.68		
6. I am good at building relationships with influential people at work	.65		
7. I am particularly good at sensing the motivations and hidden agendas of others	.50		
8. When communicating with others, I try to be genuine in what I say and do	.50		
9. I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done		.48	
10. At work, I know a lot of important people and am well connected		.76	
11. I spend a lot of time and effort at work developing connections with others		.87	
12. I am good at getting people to like me		.57	
13. It is important that people believe I am sincere in what I say and do			.66
14. I try to show a genuine interest in other people			.70
15. I am good at using my connections and network to make things happen at work		.61	
16. I have good intuition or "savvy" about how to present myself to others			.84
17. I always seem to instinctively know the right things to say or do to influence others			.63
18. I pay close attention to people's facial expressions			.70

Extraction Method: Principal Component Analysis
Rotation Method: Oblinim with Kaiser Normalization

4.3.4 Exploratory Factor Analysis of Entrepreneurial Intention Questionnaire

The 6 items on the proactive personality questionnaire were subjected to exploratory factor analysis (EFA) using the principal component analysis (PCA) with direct oblinim. Before the PCA was conducted, the suitability of the scale for factor analysis was assessed. Observing from the correlation matrix, it was identified that many of the correlation coefficients were .3 and above. The Kaiser-Meyer-Olkin (KMO) measure confirmed the sampling adequacy of the analysis, KMO = .88 which is well above the minimum criterion of .5 (Field, 2009). Bartlett's test of sphericity χ^2 (15) = 1812.92, p < .001 indicated that correlations between items were sufficiently large for PCA. Results of the principal component analysis procedure revealed one component, which explained 76.31% of the variance with an eigenvalue of 4.58. Further examination of the scree plot showed a clear break after the first component. All of the items had factor loadings > .40 and the interpretation was consistent with previous research which indicated one component (Delle et al., 2015). The items included in the entrepreneurial intentions, and their loadings, are presented in Table 5.

Table 5: Summary of Exploratory Factor Analysis of Entrepreneurial Intentions Questionnaire

Entrepreneurial Intentions	Component
1. I am ready to do anything to be an entrepreneur	.80
2. My professional goal is to become an entrepreneur	.88
3. I will make every effort to start and run my own firm	.93
4. I am determined to create a firm in the future	.92
5. I have very seriously thought of starting a firm	.89
6. I have the firm intention to start a firm someday	.82

Extraction Method: Principal Component Analysis
Rotation Method: Direct Oblinim with Kaiser Normalization

4.4 Reliability Analysis of Scales

Internal consistency (Cronbach Alpha) was used to assess the reliability of the scales and subscales since there was the need to check the consistency of test scores among the sample (National Service Personnel) and the results are presented in table 6 below together with the means and standard deviations. The Cronbach alphas' for all the scales and subscales ranged from .72 to .93. These alphas' are appropriate as described by Nunnally (1978).

4.5 Normality

Skewness and Kurtosis were used to check for the normality of the distribution of data. According to Garson (2012), for a data to be normally distributed, it needs to range from -2 to 2. From Table 6 below, it was realized that all the values fell within the accepted range thereby implying that the data is normally distributed.

Table 6: *Descriptive Statistics and Reliability Indices of Study Variables*

Study Variables	Mean	SD	Min	Max	Skewness	Kurtosis	Alpha (α)
1. Proactive Personality	55.43	11.38	12.00	70.00	-1.32	1.41	.92
2. Creativity	56.28	9.87	30.00	78.00	.09	-.95	.72
3. Political Skills	97.60	19.06	31.00	126.00	-1.09	.88	.93
I. Networking Abilities	30.00	7.50	6.00	42.00	-.68	.00	.85
II. Interpersonal Influence	22.13	5.41	6.00	28.00	-1.05	.35	.85
III. Social Astuteness	27.97	5.32	6.00	35.00	-.95	1.00	.81
IV. Apparent Sincerity	17.50	3.90	5.00	21.00	-1.38	1.11	.78
4. Entrepreneurial Intentions	33.94	8.04	6.00	42.00	-.94	.14	.93
5. Gender	1.42	.49	1.00	2.00	.35	-1.89	
6. Parental Occupation	2.09	1.15	1.00	5.00	.86	.11	
7. Marital Status	1.11	.33	1.00	3.00	3.04	8.95	
8. Religion	1.17	.53	1.00	6.00	4.82	32.00	
9. Role Model	1.69	4.64	1.00	2.00	-.81	-1.35	

N = 323

The bivariate correlation matrix in table 7 below also shows that all the independent variables (proactive personality, creativity, political skills) and their subscales had significant positive relationship with the dependent variable (entrepreneurial intentions). Specifically, proactive personality had a significant positive relationship with entrepreneurial intentions ($r_{(323)} = .59$, $p < .01$). Creativity also had a significant positive relationship with entrepreneurial intentions ($r_{(323)} = .39$, $p < .01$). Moreover, political skills had a significant positive relationship with entrepreneurial intentions ($r_{(323)} = .58$, $p < .01$). In addition, proactive personality had a significant positive relationship with creativity ($r_{(323)} = .54$, $p < .01$). Furthermore, political skills had a significant positive relationship with proactive personality ($r_{(323)} = .75$, $p < .01$). Also, creativity had a significant positive relationship with political skills ($r_{(323)} = .53$, $p < .01$). It was

also observed that the subscales of political skills: (networking abilities, interpersonal influence, social astuteness and apparent sincerity) correlated well with entrepreneurial intentions.

Table 7: Correlation: The Relationship between Independent variables and Dependent variable

Study Variables	1	2	3	4	5	6	7	8
1. Entrepreneurial Intentions	-							
2. Proactive Personality	.59**	-						
3. Creativity	.39**	.54**	-					
4. Political Skills	.58**	.75**	.53**	-				
I Networking Abilities	.49**	.65**	.40**	.90**	-			
II Interpersonal Influence	.48**	.63**	.48**	.87**	.70**	-		
III Social Astuteness	.55**	.64**	.50**	.84**	.65**	.64**	-	
IV Apparent Sincerity	.47**	.69**	.50**	.81**	.61**	.65**	.63**	-

*N = 323, **p < .01*

4.6 Hypotheses Testing

4.6.1 Hypothesis One (1): There will be a significant positive relationship between proactive personality and political skills.

The Pearson Product Moment Correlation Coefficient (Pearson r) was used to test for hypothesis 1 and results are presented in correlation matrix table (7) above. Results showed that there was a significant positive association between proactive personality and political skills ($r_{(323)} = .75$, $p < .01$). Specifically, proactive personality accounted for 56.2% of variance ($r^2 = .562$) in political skills. This finding therefore suggests that, the hypothesis which stated that, "*There will be a significant positive relationship between proactive personality and political skills"* was supported.

4.6.2 Hypothesis Two (2): Proactive personality will significantly account for more variance in predicting entrepreneurial intentions as compared to political skills and creativity

The hierarchical multiple regression was used to test for hypothesis two. This was suitable since the goal was to check for the amount of variance in entrepreneurial intentions that could be attributed to proactive personality, creativity and political skills while controlling for demographic variables (gender, parental occupation, marital status, religious affiliation and role model). As a result, the basic assumptions underlying the use of this statistical test such as; normality, multicollinearity and linearity were all met before the regression analysis was conducted.

This analysis was done in two steps as presented in table 8 below. In the first step, the dependent variable (entrepreneurial intentions) was regressed on all the demographic variables (gender, parental occupation, marital status, religion and role model). In the second step, the dependent variable (entrepreneurial intentions) was regressed on proactive personality, creativity and political skills. The results obtained from this analysis are presented in table 8 below.

Table 8: Hierarchical multiple regression results of the predictive role of proactive personality, creativity and political skills on entrepreneurial intentions.

	B	S.E.	β	t	*p*
Step 1					
Gender	.35	.85	.02	.41	.68
Parental Occupation	.63	.38	.09	1.67	.10
Marital Status	-2.53	1.32	-.10	-1.92	.06
Religion	-2.41	.81	-.16	-2.96	.00
Role Model	5.00	.91	.29	5.44	.00
Step 2					
Gender	.14	.70	.01	.20	.84
Parental Occupation	-.33	.32	-.05	-1.02	.31
Marital Status	-.39	1.11	-.02	-.35	.73
Religion	.08	.70	.01	.12	.90
Role Model	3.64	.76	.21	4.81	.00
Proactive Personality	.23	.05	.32	4.67	.00
Political Skills	.13	.03	.30	4.49	.00
Creativity	.03	.04	.04	.74	.46

***p < .01 ***p < .001, For Step 1, F =11.30, R^2 =.15; Step 2, F =30.06, ΔF = 52.21, ΔR^2 = .28,*

Going through the model, it was found that in step 1, the model ($F_{(5,317)}$ = 11.30, *p = .00, R^2 = .15*) was significant. That is, all the demographic variables accounted for 15% of variance in entrepreneurial intentions. From table 8 above, gender (*β* = .02, t = .41, *p* = .68), parental occupation (*β* = .09, t = 1.67, *p* = .10) and marital status (*β* = -.10, t = -.1.92, *p* = .06) were not significant. However, role model (*β* = .29, t = 5.44, *p* = .00) and religion (*β* = -.16, t = -2.96, *p* < .01) were significant predictors of entrepreneurial intentions.

In addition, in step 2, the total variance explained by the model as a whole was 43% and it was significant ($F_{(8,314)}$ = 30.06, *p = .00, R^2 = .43,*). That is, all the variables considered in the study accounted for 43% of the variance in entrepreneurial intentions. After controlling for the

demographic variables, proactive personality, creativity and political skills explained an additional 28% of the variance in entrepreneurial intentions ($\Delta F_{(3,314)} = 52.21$, $p = .00$, $\Delta R^2 = .28$). Also, it was found that proactive personality ($\beta = .32$, t = 4.67, $p = .00$) and political skills ($\beta = .30$, t = 4.49, $p = .00$) contributed positively and significantly to entrepreneurial intentions even though proactive personality recorded a higher beta than political skills. However, creativity ($\beta = .04$, t = .74, $p = .46$) contributed positively but did not significantly predict entrepreneurial intentions. Also, among the demographic variables it was only role model ($\beta = .21$, t = 4.81, $p = .00$) which had a significant positive contribution on entrepreneurial intentions.

Therefore, the hypothesis which stated that "*Proactive personality will significantly account for more variance in predicting entrepreneurial intentions as compared to political skills and creativity"* was supported.

4.6.3 Hypothesis Three (3): Political skills mediating the relationship between entrepreneurial intentions and proactive personality.

To test the mediation effect, the procedures developed by Baron and Kenny (1986) was followed by the researcher and Hayes's (2013) PROCESS Model 4 was also employed in the analysis.

Table 9: *Mediating Analysis of Political Skills on the relationship between Proactive Personality and Entrepreneurial Intentions*

Step	Predictor	Criterion	B	S. E.	*t*
1	Proactive Personality	Political Skills	1.26***	.12	10.94
2	Proactive Personality	Entrepreneurial Intentions	.42***	.05	9.28
3	Proactive Personality	Entrepreneurial Intentions	.25**	.08	3.23
	Political Skills		.13**	.05	3.02

*Sobel's test for significant mediation displayed Z=2.90, **p < .01, ***p < .001*

Using table 9 above, in the first model, political skills (mediator) was regressed on proactive personality (predictor). Results indicated that proactive personality significantly and positively influenced political skills (B = 1.26, ρ <.001). In the second model, entrepreneurial intention was regressed on proactive personality. Results indicated that proactive personality significantly and positively predicted entrepreneurial intentions (B = .42, ρ <.001).

In the third model, entrepreneurial intention was regressed on proactive personality while controlling for political skills. Results indicated that proactive personality positively and significantly predicted entrepreneurial intentions (B = .25, ρ <.01). Also, entrepreneurial intention was regressed on political skills while controlling for proactive personality. Results indicated that political skills positively and significantly predicted entrepreneurial intentions (B = .13, ρ <.01).

The Sobel test further showed the significance of the mediation. The results indicated that the indirect effect of proactive personality on entrepreneurial intentions through political skills {Z = 2.90, ρ <.01} was significant. Therefore, the hypothesis which that "*Political skills will mediate the relationship between proactive personality and entrepreneurial intentions" was supported.*

However, political skills was only a partial mediator, as proactive personality still had a significant direct effect on entrepreneurial intentions, albeit lower than without political skills being controlled.

4.6.4 Hypothesis Four (4): Creativity moderating the indirect association between entrepreneurial intentions and proactive personality through political skills, such that the mediated relationship will be stronger for individuals low in creativity than individuals high in creativity

In testing this hypothesis, the bootstrapping method of 5000 resamples using Hayes's (2013) the PROCESS macro for SPSS with Model 7 was employed to investigate the moderated-mediation effect. This macro allowed the researcher to assess whether a particular mediation effect is contingent upon the level of a moderating variable by providing coefficients for the mediator variable models and allowing the researcher to probe whether or not the mediation exists at specified levels of the moderator. The index of moderated-mediation was used as a statistical criterion designating a significant moderated-mediation effect. Tables 11, 12 and 13 show the relevant parts of the moderated-mediation analysis output.

Table 10: *Results of the moderated analysis between proactive personality and creativity on political skills*

		Political Skills				
Step	Predictor	B	S.E	*t*	95%CI$_{lower}$	95%CI$_{higher}$
1	Proactive Personality	.90***	.20	4.54	.51	1.29
2	Creativity	.45**	.15	3.04	.16	.73
3	Proactive Personality x Creativity	-.04*	.02	-2.28	-.07	-.00

**p < .05, **p < .01, ***p < .001*

From table 11 above, the main effects of proactive personality (B = .90, $p < .001$) and creativity (B = .45, $p < .01$) on political skills were significant and more importantly, this effect was negatively moderated by creativity (B = -.04, $p < .05$). The significant interaction between proactive personality and creativity in the moderator model suggests that the effect of proactive personality on political skills is moderated by creativity. More importantly, the relationship between proactive personality and political skills is stronger when creativity is low and weaker when creativity is high.

The nature of the interaction effect was further explored using a simple slope test by graphing the interaction effect using values of the moderator at one standard deviation above and below the mean (Preacher, Curran, & Bauer, 2006). As shown in Figure 3 below, the relationship between proactive personality and political skills was stronger and significant for individuals low on creativity (-1 SD of Mean for creativity) only ($\gamma = 1.25$, $SE = .09$, $t = 13.50$, $p < .00$) but not for individuals high on creativity (+1SD of Mean for creativity) only ($\gamma = .55$, $SE = .34$, $t = .11$, $p = .98$).

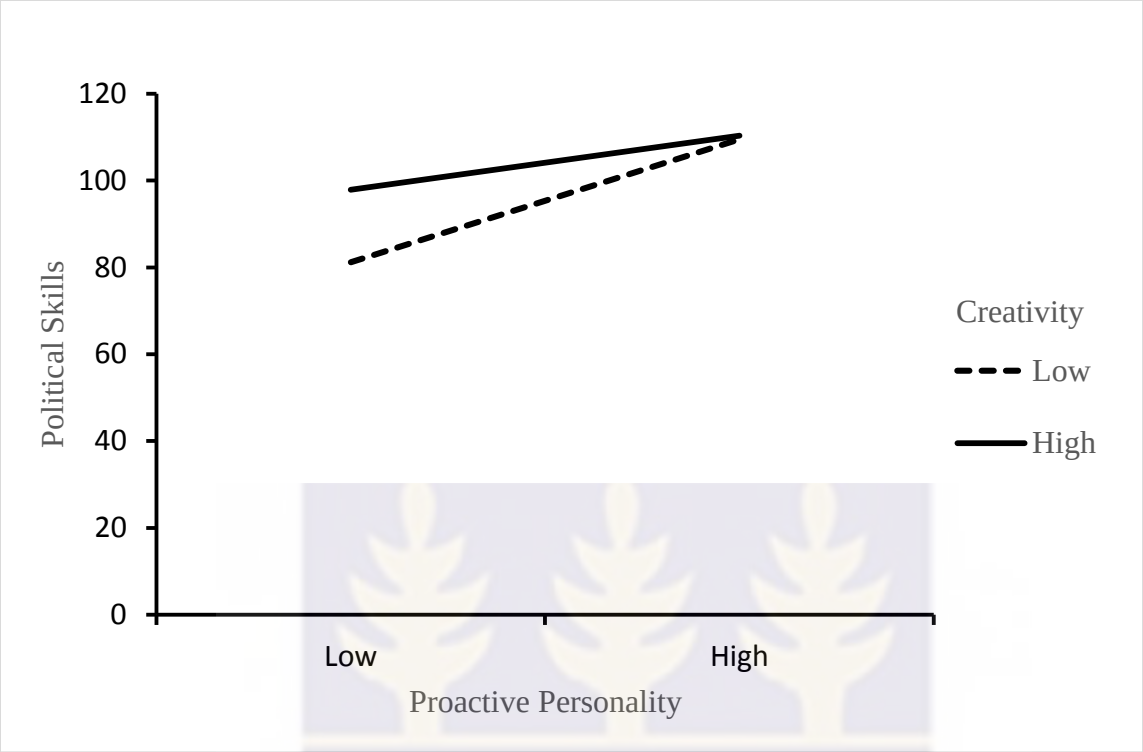


Figure 3: Observed plot of the moderator effect of creativity of respondents on the relationship of proactive personality and political skills.

Table 11: *Conditional indirect effect of proactive personality on entrepreneurial intentions through political skills at levels of creativity*

Creativity	Indirect Effect	S.E	95%CI$_{lower}$	95%CI$_{higher}$
Low	.16	.05	.06	.25
High	.07	.03	.04	.16

The significance of the mediation analysis in Tables 9 and 10 and the significant interaction effect in Table 11 gives the researcher the reason to engage in moderated-mediation analysis at different groups of the moderator (creativity). Preacher, Rucker and Hayes (2007) recommend verifying these results with bootstrapped standard errors used to create 95% CI.

Therefore, the researcher probed the conditional indirect effects (moderated-mediation) at the different groups using 95% bias accelerated and corrected CIs with 5000 bootstrapped resamples. Following Preacher and Hayes's (2004) recommendation, the researcher operationalized low, medium, and high levels of creativity as one standard deviation below the mean, the mean, and one standard deviation above the mean. As can be seen in table 12, the statistics were as follows: *B* = .16, S.E = .05, 95% bootstrap CI: .06 to .25 for those who are low on creativity and *B* = .07, S.E = .03, 95% bootstrap CI: .04 to .16 for those who are high on creativity. The results indicated that creativity moderated the indirect effect and it was significant at both levels (low and high) of creativity. However, it was found that the mediating effect of political skills in the association between proactive personality and entrepreneurial intentions was greater for individuals who have low creativity than those who have high creativity.

Table 12: *Index of Moderated Mediation*

Mediator	Index	S.E	95%CI_{lower}	95%CI_{higher}
Political Skills	-.00	.00	-.01	-.00

Overall, from Table 13, the moderation-mediation model was significant and negative since the confidence interval does not include zero and with the upper bound negative: moderated-mediation index = -.00, S.E = .00, 95% bootstrap Cl: -.01 to -.00. Thus, the indirect effect of proactive personality on entrepreneurial intentions through political skills is negatively moderated by creativity.

Therefore, the hypothesis which stated that "*Creativity will moderate the indirect relationship between proactive personality and entrepreneurial intentions through political*

skills, such that the mediated relationship will be stronger for individuals low in creativity than individuals high in creativity" was supported.

4.6.5 Hypothesis Five (5): Males are more likely to engage in entrepreneurial intentions than females

Table 13*: Results of independent t-test for males and females on entrepreneurial intentions.*

Variable	Gender	N	Mean	SD	*df*	*t*	*p*
Entrepreneurial Intentions	Males	189	33.65	8.06	321	-.80	.22
	Females	134	34.36	8.02			

**p < .05*

On average, females tend to have higher entrepreneurial intentions (*M =34.36, SD = 8.02*) than males (*M = 33.65, SD = 8.06*). However, this difference was not significant, $t_{(321)} = -.80$, $p = .22$. Therefore, the hypothesis which stated that "*Males are more likely to engage in entrepreneurial intentions than females"* was not supported.

4.7 Summary of Results

1. There was a significant positive association between proactive personality and political skills.
2. Proactive personality significantly accounted for more variance in predicting entrepreneurial intentions as compared to political skills and creativity
3. Political skills mediated the association between proactive personality and entrepreneurial intentions
4. Creativity moderated the indirect effect between entrepreneurial intentions and proactive personality through political skills, such that the moderated relationship was stronger for individuals low in creativity than individuals high in creativity.

5. There was statistically no significant difference between males and females on entrepreneurial intentions.

4.8 Observed Model

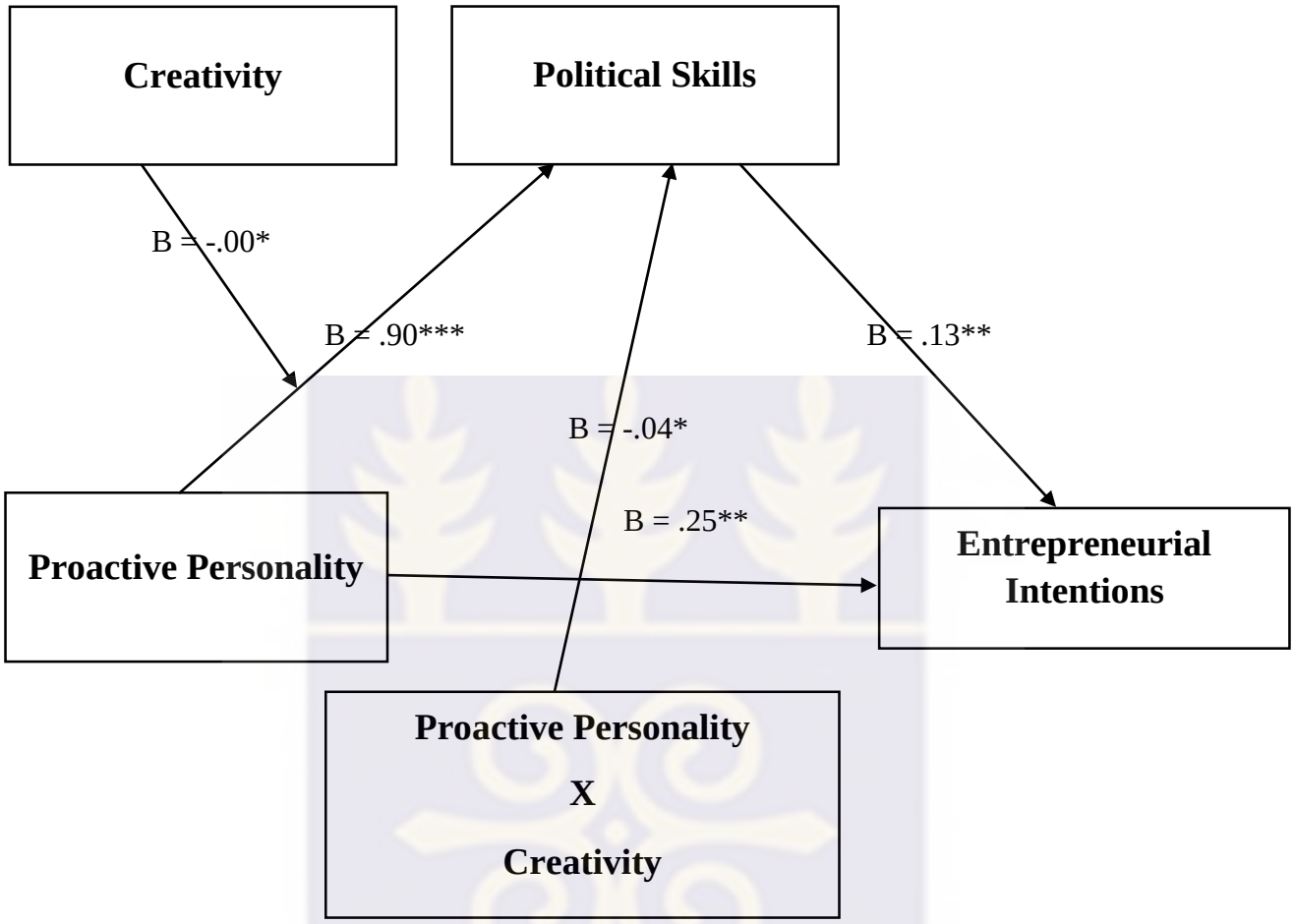


Figure 4: Summary of observed relationships between creativity, political skills, proactive personality and entrepreneurial intentions

4.9 Description of Observed Model

The model above showed that political skills mediated the association between proactive personality and entrepreneurial intentions. Moreover, creativity negatively moderated the relationship between proactive personality and political skills. Finally, creativity negatively moderated the strength of the indirect effect of proactive personality on entrepreneurial intentions through political skills.

CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The study examined proactive personality, creativity and political skills as predictors of entrepreneurial intentions among National Service Personnel in Accra. Expressly, the study investigated the association between political skills and proactive personality. Moreover, the amount of variance in entrepreneurial intentions accounted for by political skills, creativity and proactive personality were also examined. In addition, the study examined the mediating role of political skills in the association between proactive personality and entrepreneurial intentions. Furthermore, the moderating role of creativity in the indirect effect of proactive personality on entrepreneurial intentions through political skills was also examined. Besides, gender difference was also investigated in entrepreneurial intentions. The findings from this study were discussed in relation to previous empirical studies and assumptions underlying the use of relevant theories chosen for this study. Besides, contributions of the study, limitations, recommendations and conclusions reached were also discussed.

5.2 Discussion of Findings

5.2.1 *Relationship between Proactive Personality and Political Skills*

It was hypothesized that *there will be a significant positive association between proactive personality and political skills.* The results from the analysis supported this hypothesis, implying that when employees act to effect change within their environments (by identifying and exploiting opportunities), they are more likely to have higher political skills. Thus, employees who are unconstrained by their environments by acting to take advantage of identified

opportunities tend to understand others at work and they use such understanding to achieve individual or organizational objectives.

This finding is similar to other studies (e.g., Lambert et al., 2006) which have looked at the association between personality variables (e.g., proactive personality, extraversion) and political skills. Lambert et al. (2006) found that proactive personality was positively associated to networking ability, with individuals high in proactivity potentially building strong beneficial relationships with others who occupy positions of influence.

Similarly, Liu et al. (2007) found that proactive personality positively predicted political skills among industrial salespeople in the United States. They explained that considering the dynamism of today's workforce and the demands at the work place, employers now require the services of proactive employees since they are able to have good interpersonal relationships. This is exhibited in some form of flexibility in their dealings with customers. As a result, the possessions of political skills tend to be advantageous to employers who employ people with a higher proactive personality. Besides, Thompson's (2005) study suggested that proactive personality is positively related to networking ability among business school alumni from a Midwestern University. They explained that people with high proactive personality tend to leverage resources to build and create the right networks needed for better performance at the work place.

In addition, interpersonal influence, networking ability and social astuteness were found to be predicted by proactive personality (Shi et al., 2011). This means that individuals who have high proactive personality tend to initiate change within their environments, ensuring the completion of set targets by forming and building right contacts through their influence.

5.2.2 *Proactive Personality will account for more variance in predicting Entrepreneurial Intentions as compared to Creativity and Political Skills.*

The hypothesis which stated that *proactive personality will account for more variance in predicting entrepreneurial intentions as compared to creativity and political skills* was supported. It was found that both proactive personality and political skills accounted for a significant positive variance in predicting entrepreneurial intentions, while creativity did not significantly predict entrepreneurial intentions. Bivariate correlations among proactive personality, creativity and political skills on entrepreneurial intentions corroborate this finding with proactive personality having a higher coefficient of determination, followed by political skills and creativity respectively.

Having controlled for demographic variables (gender, marital status, religion, parental occupation and role model), a hierarchical multiple regression showed that creativity did not predict entrepreneurial intentions. Moreover, it was found that proactive personality accounted for more variance in predicting entrepreneurial intentions as compared to political skills as depicted by their beta values. This means that individuals who are unconstrained by the situations that they find themselves in and take initiatives to effect change within their environments are more likely to have higher intentions of starting a business as compared to politically skilled and creative people. Further, individuals who are able to understand others at work, capable of inspiring trust, exerting influence, and building the right networks are more likely to have higher intentions of starting their own business than individuals who are creative.

These corroborate findings from other studies (e.g., Phipps et al., 2015). Phipps et al. (2015) found that all the various sub-dimensions of political skills were positively and significantly associated to entrepreneurial intentions. That is, individuals who have high

networking abilities are more likely to have access to information and opportunities than individuals who have low networking abilities. Consequently, this might increase their likelihood of starting their own businesses. Moreover, individuals who have high social astuteness as captured in the extent to which such individuals possess stronger negotiating power to market their products and anticipate problems in their business relationships so as to take precautionary measures to deal with them have a higher tendency of starting a new business. Furthermore, individuals who have high interpersonal influence through their flexibility and their ability to persuade customers and highly resourced people to invest in their business have higher tendencies of starting their own business.

Another study (Douglas et al., 2000), found that persuasive skills increased the likelihood of entrepreneurial intentions among students as corroborated by Witt (2004) who found that one of the antecedents of entrepreneurial intentions was networking abilities.

Moreover, investigations into proactive personality by researchers have found positive associations with entrepreneurial intentions. For instance, Prabhu et al. (2015) found that all the three components of entrepreneurial intent (high-growth, general and life-style) were positively and significantly related to proactive personality. It is understood that highly proactive people tend to show interests in entrepreneurial intentions only when they feel confident enough in their abilities to perform the roles and succeed in the tasks associated with entrepreneurship.

Following this, Kim-Yin et al. (2015) found that proactive personality played a motivating role in people's aspirations to be entrepreneurs, and desire to pursue leadership position. This means that one of the motivational sources for people to engage in entrepreneurial intention is their possession of proactive personality as also suggested by other studies (Gupta et al., 2007; Prieto, 2011) who indicated the predictive role of proactive personality on

entrepreneurial intentions. Similarly, Delle et al. (2015) explained that highly proactive people tend to identify problems and provide solutions to advance their personal lives as well as take initiatives to effect changes within their environments. As a result they are more likely to engage in entrepreneurial intentions.

In spite of these, there have been inconsistencies in findings on the association between creativity and entrepreneurial intentions. For instance, Phipps's et al. (2015) study among undergraduate students in Kenya showed that creativity did not predict entrepreneurial intentions as also found in this study. In line with this finding, Phipps et al. (2015) argued that because of the alarming rate of unemployment facing developing countries in Sub-Saharan Africa including Kenya, most students perceived entrepreneurship as an escape from unemployment and underemployment. This assertion is somehow buttressed by a report from the Ghana Statistical Service (2016) which indicated that the total unemployment rate in Ghana is about 11.9% and the youths are mostly the victims of unemployment. Therefore, it could be conjectured that most young people in Accra could have higher intentions of engaging in entrepreneurship (due to unemployment) despite their inadequacies in creativity.

On the contrary, other studies have reported positive associations between creativity and entrepreneurial intentions. For instance, Zampetakis et al. (2006) found a positive association between creativity and entrepreneurial intentions among students who had a family background that supported creativity and who had positive perception about creativity. This highlighted the fact that creativity can be nurtured by significant others in a person's life and how creativity in itself is viewed and regarded by people. Moreover, in Olufunso's (2010) study among South African students, the researcher found that one of the main motivators of students' intention of engaging in entrepreneurship was creativity. In essence, when students feel competent enough to

produce ideas and provide services which are not just novel but useful to society, they tend to have higher intentions of starting their own business. Their finding corroborate Hamidi et al. (2008), Feldman et al. (2000) and Lee et al. (2014) who showed that creativity was positively associated to entrepreneurial intentions.

This finding tends to provide support to the theory of entrepreneurial event. This theory suggested that even though perceived desirability and perceived feasibility are important factors which influence choices that people make in life (such as starting a business), these two factors are inadequate in influencing intentions without propensity to act. That is, propensity to act is the most relevant factor as compared to perceived desirability and perceived feasibility when people have considerations of starting a business. Moreover, proactive personality is captured by propensity to act while political skills and creativity are captured by perceived feasibility. This provides reason for why proactive personality accounted for more variance in predicting entrepreneurial intentions as compared to political skills and creativity because of the much relevance associated with propensity to act.

5.2.3 *Political Skills as a mediator between Proactive Personality and Entrepreneurial Intentions*

The aim of this hypothesis was to examine the mediating role of political skills on the association between proactive personality and entrepreneurial intentions. The results indicated that political skills partially mediated the association between proactive personality and entrepreneurial intentions. That is, even though political skills provided a good mechanism in explaining why highly proactive personality tend to have higher intentions of engaging in entrepreneurship, the results suggested that there could be other variables which could serve as potential mediators between proactive personality-entrepreneurial intentions relationship. In

essence, one of the main reasons why highly proactive people tend to have higher intentions of starting a new venture is because of their ability to build strong networks, inspire trust in others and their cunning and convincing persona to attract financers to invest in their business.

This finding tends to support past empirical studies conducted on these variables. For instance, Yousaf et al. (2013) found that political skills mediated the association between proactive personality and occupational satisfaction. The researcher explained that employees who are highly proactive are more likely to get some sort of pleasure and satisfaction from their occupation because of their ability to build strong friendships among co-workers and their cunning and convincing persona.

Moreover, a study by Zhao et al. (2013) indicated that proactive personality and political skills jointly moderated the association between counterproductive work behaviour and workplace ostracism. That is, a high political skills coupled with a high proactive personality resulted in a weak relationship between workplace ostracism and counterproductive work behaviour. Their finding corroborates Prieto (2010) who indicated that political skill is one of the key determinants of the successes and failures of highly proactive people.

In addition, Shi et al. (2011) indicated that the various sub-dimensions of political skills mediated the association between proactive personality and in-role performance. Shi et al. (2011) explained that highly proactive people are more likely to develop high networking ability by forming strong relationships with people of influence. Also, highly proactive people are more likely to develop interpersonal influence by relying on their social capital in order to accomplish set goals. Furthermore, highly proactive people are more likely to understand the behaviours of others at work and this might positively affect their performance at the work place.

Furthermore, a study by Thompson (2005) found that networking ability mediated the association between job performance and proactive personality. The researcher provided explanation for this finding using the social capital theory in which people who are highly networked leverage resources in order to establish the right contacts that proactive people might need for better performance at the work place.

The theory of entrepreneurial event could offer explanations for this finding. This theory asserts that perceived feasibility, perceived desirability and propensity to act are the three factors that influence decisions people take in life such as starting a business. However, perceived feasibility and propensity to act capture political skills and proactive personality respectively. Therefore building on this theory, it could be argued that one of the reasons why highly proactive people are inclined to act on their decision to engage in entrepreneurial intention is because of their competence (which captures perceived feasibility). This is because competent people are more likely to perceive entrepreneurship as a venture worth pursuing because of the requisite skills and knowledge which they possess. Such skills and knowledge might make it easy for them to manage a new venture, hence, increase their likelihood of entrepreneurial intentions.

5.2.4 *Creativity as a moderator between Proactive Personality and Entrepreneurial Intentions through Political Skills.*

The hypothesis which stated that *creativity will moderate the strength of the mediated association between proactive personality and entrepreneurial intentions through political skills, such that the mediated relationship will be stronger for individuals low in creativity than individuals high in creativity* was supported. This means that a low level of creativity strengthened the indirect effect of proactive personality on entrepreneurial intentions through political skills while a high level of creativity weakened the indirect effect of proactive

personality on entrepreneurial intentions through political skills. Results from the moderated-mediation analysis indicated that at both levels (low and high) of creativity, the indirect effect of proactive personality on entrepreneurial intentions through political skills was significant. However, a low level of creativity strengthened this indirect effect as compared to a high level of creativity. This is not surprising because after a review of the analysis, it was observed that there was a significantly positive association between creativity and political skills and the interaction between proactive personality and creativity also contributed negatively on political skills. Further, an observation of the index of moderated-mediation indicated that creativity negatively moderated the indirect effect of proactive personality on entrepreneurial intentions through political skills.

In essence, individuals who have low levels of creativity in terms of their ability to produce novel ideas which are useful to society helped to strength the reason why individuals who are politically skilled in terms of their ability to build networks, influence others and inspire trust helped in explaining why highly proactive people tend to have higher intentions of engaging in entrepreneurship.

Such a result tends to provide support to other empirical studies conducted on these variables (e.g., Janssen, 2005). Janssen (2005) highlighted the need for highly creative people to not just produce ideas and products which are useful to society but should also incorporate social influence in their dealings with others. Moreover, Kim et al. (2010) and Zampetakis (2008) found a positive association between proactive personality and creativity. That is, individuals who tend to exhibit confidence in initiating ideas to effect changes in their environments are more likely to be creative.

5.2.5 *Gender difference in Entrepreneurial Intentions*

The results do not support the hypothesis that *males are more likely to engage in entrepreneurial intentions than females.* After further investigation of the data, the researcher realized that females averagely had higher entrepreneurial intentions than males. However, the difference was not significant. This means that there is no difference in the likelihood of males and females to engage in entrepreneurial intentions.

One of the major factors that might have led to this result is the high rate of unemployment especially among the youths in Ghana. The high rate of unemployment has become a worrying issue among youths in Ghana. Some of the main causes of unemployment are skills mismatch, skills oversupply and unavailability of jobs (Oppong, 2013). Traditionally, the main source of employment in Ghana was from governments and this has motivated most people to over-rely on government for employment. However, because of the dramatic increase in the population of the youth and the inability of government to reach out to most of the youths in terms of employment (due to lack of capital among other challenges), most of them have remained unemployed and this might have alerted most of the youths for the need to have higher intentions of engaging in entrepreneurship as a source of survival.

Moreover, another factor which might have contributed to this finding is the pivotal role played by most tertiary institutions who have introduced entrepreneurship as a course of study and as a career path worth pursuing. Most tertiary institutions have now introduced entrepreneurship as part of their educational curricular where entrepreneurship is taught as a course of study and grades are awarded. These attempts by such institutions tend to infuse the idea of entrepreneurship as a career choice for its students. This happens when appropriate seminars are organized and distinguished and successful entrepreneurs are invited to provide

some form of enlightenment on entrepreneurship and the need to consider it as a career path worth pursuing.

Furthermore, attempts made by governments in supporting entrepreneurs and stressing on the need for entrepreneurship might have contributed to this finding. In the olden days, women were seen as people whose responsibilities reside in the homes. That is, women were in charge of domestic activities around the homes while the men were employed at the work place where they were paid as salaried workers in order for them to provide for their families. However, with modernity, most women have now found themselves at the work place were they are also paid as salaried workers. Contrary to men, most women have complained of glass ceiling effect where they find it difficult to climb to the highest positions in organizations, together with receiving lesser pay and allowances compared to their male counterparts although their qualifications, skills, abilities and positions are the same. This has therefore sparked some interests among most women to seek after entrepreneurship as a way of proving their competence and as a way of balancing their family and work life. However, entrepreneurs are faced with so many challenges including lack of capital which tend to be felt mostly by women as compared to men because of discrimination against female entrepreneurs. Nevertheless, huge supports demonstrated by successive governments in Ghana in terms of credit facilities, laws among others equally for both men and women, might have contributed to no gender difference among men and women on entrepreneurial intentions.

In support of this finding, other researchers have indicated similar results. For instance, Phipps et al. (2015) study among undergraduate students in Kenya revealed that there was no difference between males and females on entrepreneurial intentions. Moreover, other researchers (e.g., Göksel et al., 2011; Zampetakis, 2008) have also demonstrated that males and females do

not differ in terms of their intentions of engaging in entrepreneurship. The explanation provided by Phipps et al. (2015) is that the finding might be as a result of unemployment facing most people in developing countries. Also, Zampetakis (2008) explained that contexts might have influenced the results because the study was conducted among Greek students. In addition Prabhu et al. (2010) found no difference between males and females on entrepreneurial orientations.

The theory of planned behaviour could offer explanations for this finding. This theory asserts that attitude, social norms and perceived behavioural control serve as antecedents of intention. As a result, building on this theory, it could be argued that individuals are more likely to have favourable attitude towards entrepreneurship because of the consequence it brings forth. Therefore, since entrepreneurship provides an avenue for employment and an escape from unemployment for both males and females who are victims of unemployment, they are more likely to have positive attitude towards entrepreneurial intentions. Moreover, the perceived normative pressure from various stakeholders and significant others in the lives of Ghanaian youths might have led to this finding. This is glaring from efforts from various stakeholders (government, parents, and lecturers) in highlighting the need for Ghanaians especially the youth to engage in entrepreneurship as a career path worth pursuing.

Contrary to this finding, other studies have found gender differences in entrepreneurial intentions. For instance, Phipps (2012) found that males had higher intentions of engaging in entrepreneurship than females. This finding corroborate Wilson et al. (2007) and Zhao et al. (2005) who found that women had lower entrepreneurial intentions than men. Moreover, Veciana et al. (2005) study among students in Puerto Rico and Catalonia revealed that most men have really thought of engaging in entrepreneurship in Catalan. Furthermore, Routamaa et al.

(2004) also indicated that men have higher intentions of engaging in entrepreneurship and are actually making efforts to engage in entrepreneurship. In addition, Ozaralli et al. (2016) found that men actually had lower intentions of engaging in entrepreneurship when compared to women among Turkish university students.

5.3 Contributions of the Study

This study has made enormous contribution on research related to entrepreneurship by examining the predictive roles of proactive personality, creativity and political skills on entrepreneurial intentions among selected National Service Personnel in Accra. An observation of the bivariate correlation indicated that these variables are correlated. However, with the use of hierarchical multiple regression, it was found that both proactive personality and political skills significantly predicted entrepreneurial intentions while creativity did not. Nevertheless, in both analyses, it was revealed that proactive personality made a huge and significant contribution to generating entrepreneurial intention compared to the other variables, which calls for serious attention on proactive personality. In addition, political skill was found to account for more variance in predicting entrepreneurial intentions as compared to creativity which should also be checked as well. However, even though, the hierarchical multiple regression did not indicate a significant association between creativity and entrepreneurial intentions, this skill should also be focused on because of the novelty and purposefulness of products and ideas it brings to entrepreneurs.

Moreover, even though studies have examined the mediating role of political skills on the relationship between certain variables of interest (e.g., in-role performance, occupational satisfaction, work place ostracism), to the best awareness of the researcher this is the first study that examined the mediating role of political skills in the association between proactive

personality and entrepreneurial intentions. Results indicated that political skills served as a mechanism that provided an explanation for why highly proactive people tend to have higher intentions of engaging in entrepreneurship.

Furthermore, this study provided more specifics by indicating the level of creativity which strengthened the indirect effect of proactive personality on entrepreneurial intentions through political skills. It was found that individuals who have low level of creativity strengthened the indirect effect of proactive personality on entrepreneurial intentions through political skills as compared to individuals who have high level of creativity.

5.4 Limitations

This study was faced with several caveats that warrant careful consideration. Even though the correlational design employed for the study was advantageous in providing relationships among the variables, it did not permit the researcher to engage in cause-effect relationship among the variables. Moreover, generalization of the findings cannot be made outside the population of study: National Service Personnel. Thus, caution should be exercised regarding the extent to which the results could be generalized. Nevertheless, the sample has contributed to deepening our understanding of entrepreneurial intentions among National Service Personnel in Accra, Ghana.

Although, entrepreneurial intention is the strongest predictor of entrepreneurial behaviour, measuring entrepreneurial intentions does not really translate into actual entrepreneurial behaviour. Besides, utilizing a quantitative research design did not permit the researcher to explore the respondents' intentions of engaging in entrepreneurship. The study therefore robs one of the benefits of delving into some nuances with regards to respondents entrepreneurial intentions.

5.5 Recommendations for Future Research

Considering the limitations associated with correlational design, and the fact that the study was conducted at a single point in time, engaging in longitudinal design might help other researchers to investigate the length of time intentions translate into behaviour. Further, a cross-cultural and cross-national research could be conducted to ascertain the association that exists between people with diverse socioeconomic background and their entrepreneurial intentions.

Additionally, since entrepreneurial intentions do not necessarily translate into entrepreneurial behaviour, it will be imperative that future studies focus on entrepreneurial behaviour. Methodologically, a utilization of a mixed method approach in future studies could make up for the weaknesses inherent in the purely quantitative approach adopted in this study.

5.6 Recommendations for Practice

This study has implications for practice related to entrepreneurship and Industrial and Organisational (I-O) psychologists as practitioners. First, the finding relating to the direct effect of proactive personality on entrepreneurial intentions has practical implications. As proactive personality is a relatively stable trait, organizations and stakeholders can enhance entrepreneurial intentions by selecting individuals based on their proactive personality in addition to other important criteria.

Moreover, the mediating role of political skills in the association between proactive personality and entrepreneurial intentions highlights the need for organizations and various stakeholders to help people to be politically skilled. Unlike proactive personality, political skills can be developed and it is advantageous for people who have higher intentions of engaging in

entrepreneurship to possess this skill because of the easiness it creates for the execution of entrepreneurship. Here, training and conscious orientation given by experts can help.

Furthermore, the finding which indicates no gender differences in entrepreneurial intention is a quick reminder for stakeholders to provide equal opportunities and resources for both males and females without necessarily discriminating.

In addition, stakeholders and organizations should advocate for the need for entrepreneurs to be creative on the ideas they bring on the market since creativity tends to play an important role in strengthening proactive people's intention in entrepreneurship through political skills. Fortunately, creativity is a learnable skill which can be developed.

5.7 Conclusion

The results of the present study suggest that proactive personality, creativity and political skills play vital role as predictors of entrepreneurial intentions. However, the results indicated that proactive personality accounted for more variance in entrepreneurial intentions, followed by political skills and creativity. This means that in enhancing entrepreneurial intentions among National Service Personnel in Accra, the first criterion for selection is the existence of a high proactive personality. Therefore, personality profiling as usually done by I-O psychologists can be utilised in selecting entrepreneurs.

Moreover, it was revealed through the findings that political skills is one of the variables which provided explanations for why highly proactive people tend to have higher intentions of engaging in entrepreneurship. In addition, low level of creativity strengthened the direct effect of proactive personality on political skills. This therefore calls for entrepreneurs to be creative in terms of purpose and newness of the ideas they are selling on the market.

Furthermore, a low level of creativity strengthened the indirect effect of proactive personality on entrepreneurial intentions through political skills. Finally, there was no gender difference in entrepreneurial intentions. Overall, these findings indicate the pivotal role of personal factors on entrepreneurial intentions.

Therefore, stakeholders and organizations could help in enhancing entrepreneurial intentions among National Service Personnel in Accra by selecting individuals who are highly proactive and help them to develop their political skills and enhance their level of creativity.

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APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF GHANA

DEPARTMENT OF PSYCHOLOGY

Dear Respondent,

I am a graduate student at the Department of Psychology, University of Ghana Legon conducting a study on *"Proactive Personality, Creativity and Political Skill as predictors of Entrepreneurial Intentions among National Service Personnel in Accra"*. The study aims at examining how proactive personality, creativity and political predict entrepreneurial intentions. You can be of help by sincerely responding to this questionnaire. There are no right or wrong answers. Your responses will be treated with utmost confidentiality. Do not write your name or any code that could be linked to your name.

You are to note that information given shall be used for the purpose of research.

Your participation in this research is voluntary. There are no known dangers associates with this. The benefit for completing this is that it will help in generating knowledge in the area of personality and entrepreneurial development. At any point in time during this research, you may decide to withdraw without any penalty.

Thank you.

INFORMED CONSENT FORM

I agree to be a respondent for this study. I acknowledge my voluntary participation in that if I wish to withdraw during the process, I can do so freely. I am sure of anonymity and confidentiality of every information that I shall provide.

…… ……..

Signature of respondent Date

Section A: Demographic Characteristics

Please by marking a tick (√) the one which best applies to you and provide responses where appropriate.

Gender: Male ( ) Female ( ) Age:

Parental Occupation: Public ( ) Private ( ) Self-employed ( )

Unemployed ( ) Retired ( )

Marital Status: Single ( ) Married ( ) Others (please specify) …….

Religion: Christianity ( ) Islam ( ) African Traditional Religion ( )

Hinduism ( ) Buddhism ( ) Others (please specify)…….

Do you have any role model who is an entrepreneur? Yes ( ) No ( )

Section B: Please indicate the extent to which you agree or disagree with the following statements about yourself.

Strongly Disagree (SD) Disagree (D) Mildly Disagree (MD) Neutral (N) Mildly Agree (MA) Agree (A) Strongly Agree (SD)

No.	Items	SD	D	MD	N	MA	A	SD
1	I am constantly on the lookout for new ways to improve my life.							
2	Wherever I have been, I have been a powerful force for constructive change							
3	Nothing is more exciting than seeing my ideas turn into reality.							
4	If I see something I don't like, I fix it							
5	No matter what the odds, if I believe in something I will make it happen							
6	I love being a champion for my ideas, even against others' opposition.							
7	I excel at identifying opportunities.							
8	I am always looking for better ways to do things							
9	If I believe in an idea, no obstacle will prevent me from making it happen							
10	I can spot a good opportunity long before others can.							

Section C: Please indicate the extent to which the following statements are true reflections of yourself.

Definitely False (DF) False (F) Mostly False (MF) More False Than True (MFTT) More True Than False (MTTF) Mostly True (MT) True (T) Definitely True (DT)

No.	Items	DF	F	MF	MFTT	MTTF	MT	T	DT
1	I am never able to think up answers to problems that haven't already been figured out.								
2	I am good at combining ideas in ways that others have not tried.								
3	I wish I had more imagination and originality								
4	I enjoy working out new ways of solving problems								
5	I am not much good at problem solving								
6	I have a lot of intellectual curiosity								
7	I am not very original in my ideas, thoughts and actions.								
8	I am an imaginative person.								
9	I would have no interest in being an inventor								
10	I can often see better ways of doing routine tasks.								

Section D: Please indicate the extent to which you agree or disagree with the following statements about yourself.

Strongly Disagree (SD) Moderately Disagree (MD) Slightly Disagree (Sd) Neutral (N) Slightly Agree (Sa) Moderately Agree (MA) Strongly Agree (SA)

No.	Items	SD	MD	Sd	N	Sa	MA	SA
1	I spend a lot of time and effort at work networking with others.							
2	I am able to make most people feel comfortable and at ease around me.							
3	I am able to communicate easily and effectively with others.							
4	It is easy for me to develop good rapport with most people.							
5	I understand people very well.							
6	I am good at building relationships with influential people at work							
7	I am particularly good at sensing the motivations and hidden agendas of others.							

Section D (Continue).

Strongly Disagree (SD) Moderately Disagree (MD) Slightly disagree (Sd) Neutral (N) Slightly agree (Sa) Moderately Agree (MA) Strongly Agree (SA)

No	Items	SD	MD	Sd	N	Sa	MA	SA
8	When communicating with others, I try to be genuine in what I say and do							
9	I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done							
10	At work, I know a lot of important people and am well connected.							
11	I spend a lot of time and effort at work developing connections with others.							
12	I am good at getting people to like me.							
13	It is important that people believe I am sincere in what I say and do							
14	I try to show a genuine interest in other people.							
15	I am good at using my connections and network to make things happen at work.							
16	I have good intuition or "savvy" about how to present myself to others.							
17	I always seem to instinctively know the right things to say or do to influence others.							
18	I pay close attention to peoples' facial expressions.							

Section E: Please indicate the extent to which you agree or disagree with the following statements about yourself.

Total Disagreement (TD) Moderately Disagree (MD) Slightly Disagree (SD) Neutral (N) Slightly Agree (SA) Moderately Agree (MA) Total Agreement (TA)

No.	Items	TD	MD	SD	N	SA	MA	TA
1	I am ready to do anything to be an entrepreneur							
2	My professional goal is to become an entrepreneur.							
3	I will make every effort to start and run my own firm.							
4	I am determined to create a firm in the future.							
5	I have very seriously thought of starting a firm.							
6	I have the firm intention to start a firm someday							

Thank you for your kind co-operation and time.

APPENDIX B: ETHICAL CLEARANCE

UNIVERSITY OF GHANA
ETHICS COMMITTEE FOR THE HUMANITIES (ECH)
P. O. Box LG 74, Legon, Accra, Ghana

My Ref. No.....

25TH November, 2016

Mr. Cephas Tetteh
Department of Psychology
University of Ghana
Legon

Dear Mr. Tetteh,

ECH 030/16-17: PROACTIVE PERSONALITY, CREATIVITY AND POLITICAL SKILL AS PREDICTORS OF ENTREPRENEURIAL INTENTIONS: A STUDY OF NATIONAL SERVICE PERSONNEL IN ACCRA

This is to advise you that the above reference study has been presented to the Ethics Committee for the Humanities for a full board review and the following actions taken subject to the conditions and explanation provided below:

Expiry Date:	22/05/17
On Agenda for:	Initial Submission
Date of Submission:	17/10/16
ECH Action:	Approved
Reporting:	Quarterly

UG/ISSER/ECH VALID UNTIL 22 MAY 2017 APPROVED DOCUMENT

Please accept my congratulations.

Yours Sincerely,

Rev. Prof. J. O. Y. Mante
ECH Chair

CC: Dr. Maxwell Asumeng, Department of Psychology

Tel: +233-303933866 Email: ech@ug.edu.gh | ech@isser.edu.gh

APPENDIX C: DESCRIPTIVE STATISTICS

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Entrepreneurial Intentions	323	6.00	42.00	33.9412	8.03716	-.939	.136	.137	.271
Proactive Personality	323	12.00	70.00	55.4303	11.33718	-1.321	.136	1.408	.271
Creativity	323	30.00	78.00	56.2848	9.87213	.089	.136	-.947	.271
Political Skills	323	31.00	126.00	97.5913	19.05631	-1.085	.136	.875	.271
Networking Abilities	323	6.00	42.00	30.0031	7.49638	-.684	.136	.002	.271
Interpersonal Influence	323	6.00	28.00	22.1269	5.40640	-1.054	.136	.354	.271
Social Astuteness	323	6.00	35.00	27.9690	5.32243	-.952	.136	1.000	.271
Apparent Sincerity	323	5.00	21.00	17.4923	3.89167	-1.381	.136	1.107	.271
Valid N (listwise)	323								

APPENDIX D: RELIABILITY AND VALIDITY ANALYSIS

PROACTIVE PERSONALITY CRONBACH ALPHA

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.922	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PP1	49.77399	96.262	.720	.646	.912
PP2	50.33746	101.783	.766	.615	.907
PP3	49.46440	102.703	.765	.710	.907
PP4	49.87926	105.535	.707	.519	.910
PP5	49.77090	107.289	.715	.553	.910
PP6	49.95666	105.557	.652	.485	.914
PP7	49.98762	106.689	.749	.602	.909
PP8	49.59752	106.825	.766	.615	.908
PP9	49.94737	107.547	.659	.511	.913
PP10	50.15789	110.270	.545	.416	.919

CREATIVITY CRONBACH ALPHA

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.723	.730	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CR1	50.4118	80.628	.344	.294	.709
CR2	50.4644	79.399	.480	.522	.686
CR3	53.1207	98.796	-.132	.226	.780
CR4	49.9690	82.223	.472	.544	.691
CR5	50.7430	70.949	.617	.478	.656
CR6	50.0898	84.181	.420	.375	.698
CR7	50.8700	72.387	.593	.462	.662
CR8	49.9536	85.759	.317	.322	.711
CR9	50.7059	75.655	.455	.429	.689
CR10	50.2353	83.727	.365	.334	.704

POLITICAL SKILL CRONBACH ALPHA

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.930	.931	18

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PS1	93.0774	317.295	.572	.438	.928
PS2	91.9474	313.982	.730	.754	.924
PS3	91.9257	319.647	.707	.692	.924
PS4	91.9752	323.322	.687	.673	.925
PS5	92.0124	327.050	.619	.534	.926
PS6	92.0929	322.911	.700	.591	.924
PS7	92.2136	331.535	.542	.436	.928
PS8	91.7833	317.257	.654	.642	.926
PS9	92.4303	317.960	.681	.624	.925
PS10	92.6780	323.126	.689	.648	.925
PS11	92.8700	328.834	.562	.518	.927
PS12	92.3901	327.158	.586	.506	.927
PS13	91.6223	329.391	.612	.550	.926
PS14	91.8762	330.419	.614	.519	.926
PS15	92.3963	328.842	.599	.510	.927
PS16	91.9907	332.189	.621	.576	.926
PS17	92.0495	333.171	.615	.559	.927
PS18	91.7214	330.425	.568	.417	.927

ENTREPRENEURIAL INTENTIONS CRONBACH ALPHA

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.933	.937	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EI1	28.6068	43.506	.729	.613	.935
EI2	28.6563	43.406	.826	.738	.918
EI3	28.3127	44.029	.890	.818	.909
EI4	28.0650	45.974	.864	.795	.914
EI5	28.1022	46.527	.828	.764	.918
EI6	27.9628	49.309	.732	.704	.930

VALIDITY OUTPUT

PROACTIVE PERSONALITY PRINCIPAL COMPONENT ANALYSIS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	1961.677
	df	45
	Sig.	.000

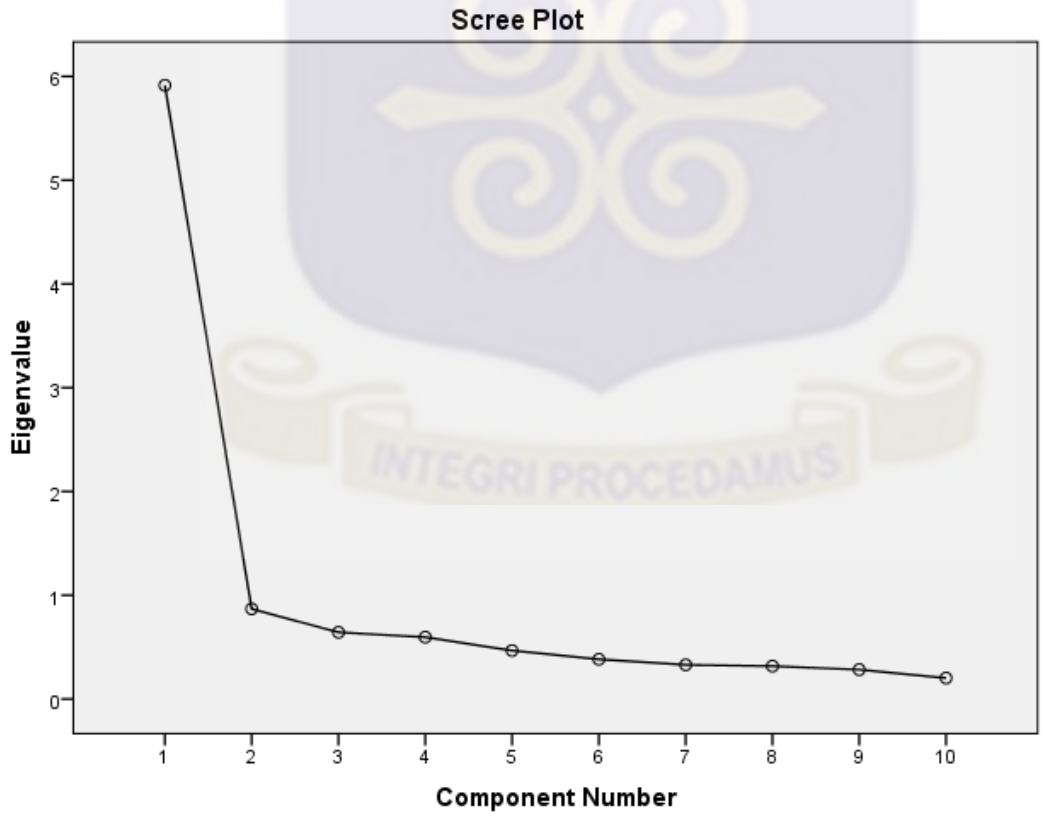
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.914	59.140	59.140	5.914	59.140	59.140
2	.868	8.685	67.824			
3	.643	6.427	74.252			
4	.596	5.955	80.207			
5	.467	4.667	84.873			
6	.382	3.819	88.693			
7	.330	3.295	91.988			
8	.316	3.163	95.151			
9	.283	2.830	97.980			
10	.202	2.020	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
I am always looking for better ways to do things	.821
Wherever I have been, I have been a powerful force for constructive change	.819
Nothing is more exciting than seeing my ideas turn into reality.	.817
I excel at identifying opportunities.	.804
I am constantly on the lookout for new ways to improve my life.	.785
No matter what the odds, if I believe in something I will make it happen	.778
If I see something I don't like, I fix it	.768
If I believe in an idea, no obstacle will prevent me from making it happen	.733
I love being a champion for my ideas, even against others' opposition.	.723
I can spot a good opportunity long before others can.	.621



CREATIVITY EXPLORATORY FACTOR ANALYSIS

KMO and Bartlett's Test

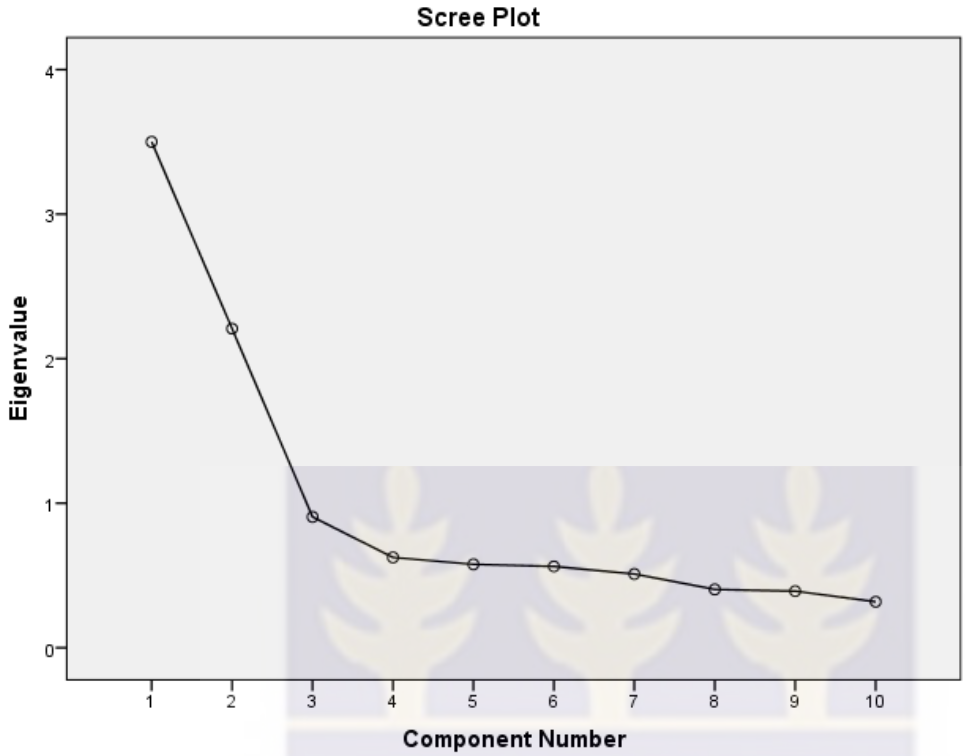
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.825
Bartlett's Test of Sphericity	Approx. Chi-Square	1053.646
	df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total
I am never able to think up answers to problems that haven't already been figured out.	3.500	35.001	35.001	3.214
I am good at combining ideas in ways that others have not tried.	2.208	22.077	57.077	2.611
I wish I had more imagination and originality	.905	9.052	66.129	
I enjoy working out new ways of solving problems	.625	6.248	72.378	
I am not much good at problem solving	.577	5.769	78.147	
I have a lot of intellectual curiosity	.562	5.623	83.770	
I am not very original in my ideas, thoughts and actions.	.510	5.099	88.869	
I am an imaginative person.	.404	4.035	92.904	
I would have no interest in being an inventor	.391	3.914	96.818	
I can often see better ways of doing routine tasks.	.318	3.182	100.000	

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Pattern Matrix[a]

	Component	
	1	2
I enjoy working out new ways of solving problems	.804	
I am good at combining ideas in ways that others have not tried.	.789	
I have a lot of intellectual curiosity	.716	
I am an imaginative person.	.702	
I can often see better ways of doing routine tasks.	.697	
I wish I had more imagination and originality	-.534	
I am not much good at problem solving		.796
I am not very original in my ideas, thoughts and actions.		.790
I would have no interest in being an inventor		.769
I am never able to think up answers to problems that haven't already been figured out		.735

Rotation Method: Oblimin with Kaiser Normalization.[a]

Structure Matrix

	Component	
	1	2
I enjoy working out new ways of solving problems	.818	
I am good at combining ideas in ways that others have not tried.	.804	
I have a lot of intellectual curiosity	.726	
I am an imaginative person.	.701	
I can often see better ways of doing routine tasks.	.698	
I wish I had more imagination and originality	-.505	
I am not much good at problem solving		.813
I am not very original in my ideas, thoughts and actions.		.804
I would have no interest in being an inventor		.774
I am never able to think up answers to problems that haven't already been figured out		.716

Component Score Coefficient Matrix

	Component	
	1	2
I am never able to think up answers to problems that haven't already been figured out.	-.087	.301
I am good at combining ideas in ways that others have not tried.	.249	.029
I wish I had more imagination and originality	-.183	.133
I enjoy working out new ways of solving problems	.255	.023
I am not much good at problem solving	.026	.313
I have a lot of intellectual curiosity	.227	.014
I am not very original in my ideas, thoughts and actions.	.016	.312
I am an imaginative person.	.228	-.038
I would have no interest in being an inventor	-.013	.307
I can often see better ways of doing routine tasks.	.224	-.010

Component Correlation Matrix

Component	1	2
1	1.000	.103
2	.103	1.000

POLITICAL SKILLS EXPLORATORY FACTOR ANALYSIS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	3412.297
	df	153
	Sig.	.000

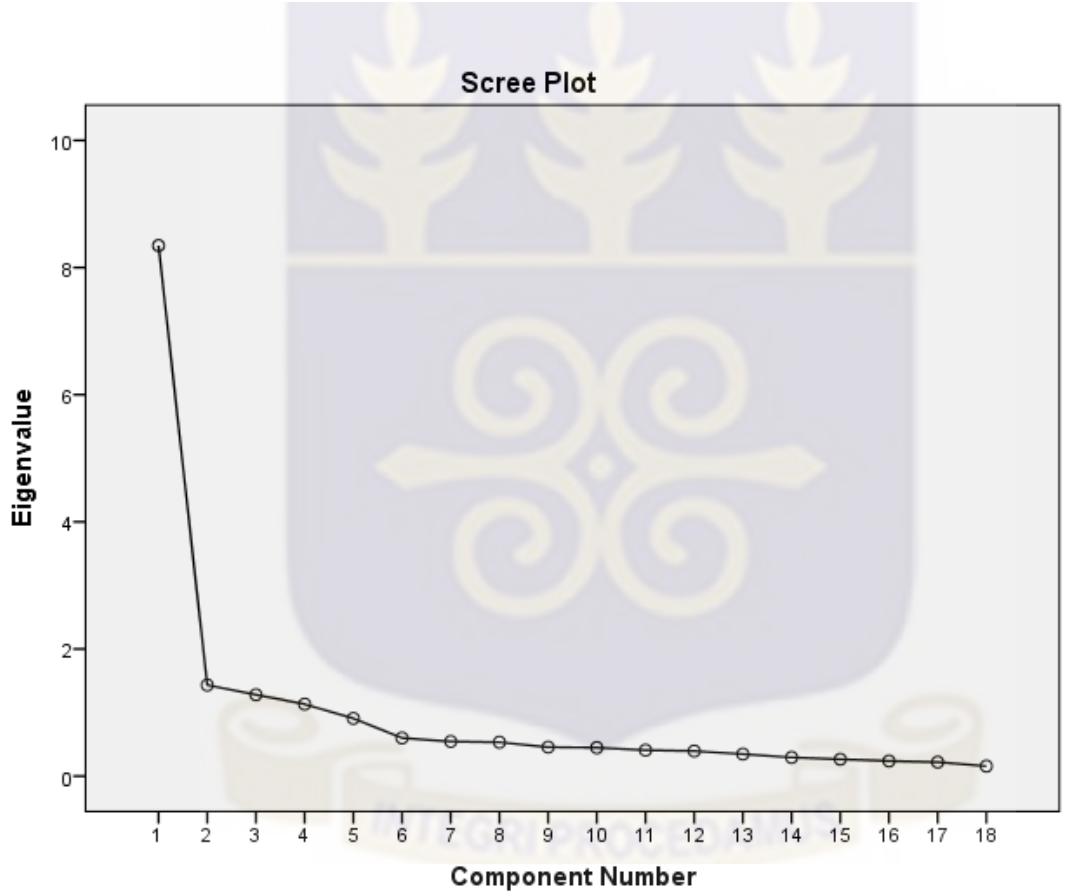
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.345	46.362	46.362	8.345	46.362	46.362
2	1.432	7.957	54.319	1.432	7.957	54.319
3	1.280	7.112	61.431	1.280	7.112	61.431
4	1.132	6.291	67.722			
5	.908	5.042	72.764			
6	.600	3.334	76.098			
7	.544	3.023	79.121			
8	.534	2.965	82.086			
9	.456	2.532	84.618			
10	.447	2.486	87.104			
11	.408	2.265	89.369			
12	.394	2.188	91.558			
13	.346	1.922	93.479			
14	.294	1.632	95.112			

15	.265	1.474	96.586			
16	.238	1.323	97.909			
17	.219	1.219	99.128			
18	.157	.872	100.000			

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix[a]

	Component		
	1	2	3
I spend a lot of time and effort at work networking with others.	.616		
I am able to make most people feel comfortable and at ease around me.	.772		

I am able to communicate easily and effectively with others.	.751		
It is easy for me to develop good rapport with most people.	.735		
I understand people very well.	.673		
I am good at building relationships with influential people at work	.747		
I am particularly good at sensing the motivations and hidden agendas of others.	.595		
When communicating with others, I try to be genuine in what I say and do	.702		
I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done	.717		
At work, I know a lot of important people and am well connected.	.727		
I spend a lot of time and effort at work developing connections with others.	.607	.483	
I am good at getting people to like me	.639		
It is important that people believe I am sincere in what I say and do	.664		
I try to show a genuine interest in other people.	.663		
I am good at using my connections and network to make things happen at work.	.648	.488	
I have good intuition or "savvy" about how to present myself to others.	.674		.480
I always seem to instinctively know the right things to say or do to influence others.	.666		
I pay close attention to peoples' facial expressions	.622		.409

Pattern Matrix[a]

	Component		
	1	2	3
I spend a lot of time and effort at work networking with others.		.595	
I am able to make most people feel comfortable and at ease around me.	.864		
I am able to communicate easily and effectively with others.	.819		
It is easy for me to develop good rapport with most people.	.837		
I understand people very well.	.683		
I am good at building relationships with influential people at work	.648		
I am particularly good at sensing the motivations and hidden agendas of others.	.500		
When communicating with others, I try to be genuine in what I say and do	.498		.413

I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done		.483	
At work, I know a lot of important people and am well connected.		.763	
I spend a lot of time and effort at work developing connections with others.		.873	
I am good at getting people to like me		.568	
It is important that people believe I am sincere in what I say and do			.655
I try to show a genuine interest in other people.			.695
I am good at using my connections and network to make things happen at work.		.608	.459
I have good intuition or "savvy" about how to present myself to others.			.844
I always seem to instinctively know the right things to say or do to influence others.			.625
I pay close attention to peoples' facial expressions			.699

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.[a]

Structure Matrix

	Component		
	1	2	3
I spend a lot of time and effort at work networking with others.	.495	.682	
I am able to make most people feel comfortable and at ease around me.	.881	.434	.477
I am able to communicate easily and effectively with others.	.847	.431	.468
It is easy for me to develop good rapport with most people.	.844	.437	.427
I understand people very well.	.741		.496
I am good at building relationships with influential people at work	.765	.518	.486
I am particularly good at sensing the motivations and hidden agendas of others.	.607		.451
When communicating with others, I try to be genuine in what I say and do	.681		.641

I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done	.622	.672	.454
At work, I know a lot of important people and am well connected.	.535	.844	.438
I spend a lot of time and effort at work developing connections with others.		.846	
I am good at getting people to like me	.417	.688	.503
It is important that people believe I am sincere in what I say and do	.503		.738
I try to show a genuine interest in other people.	.465	.405	.757
I am good at using my connections and network to make things happen at work.		.724	.628
I have good intuition or "savvy" about how to present myself to others.	.428	.403	.839
I always seem to instinctively know the right things to say or do to influence others.	.435	.496	.724
I pay close attention to peoples' facial expressions	.475		.735

Component Correlation Matrix

Component	1	2	3
1	1.000	.458	.533
2	.458	1.000	.461
3	.533	.461	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Component Score Coefficient Matrix

	Component		
	1	2	3
I spend a lot of time and effort at work networking with others.	.043	.218	-.062
I am able to make most people feel comfortable and at ease around me.	.233	-.028	-.036
I am able to communicate easily and effectively with others.	.220	-.021	-.032
It is easy for me to develop good rapport with most people.	.226	-.008	-.056
I understand people very well.	.182	-.063	.031
I am good at building relationships with influential people at work	.165	.042	-.018
I am particularly good at sensing the motivations and hidden agendas of others.	.127	-.017	.036
When communicating with others, I try to be genuine in what I say and do	.123	-.075	.128
I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done	.080	.165	-.030
At work, I know a lot of important people and am well connected.	.016	.283	-.050
I spend a lot of time and effort at work developing connections with others.	-.050	.337	-.050
I am good at getting people to like me	-.026	.205	.048
It is important that people believe I am sincere in what I say and do	.015	-.037	.221
I try to show a genuine interest in other people.	-.011	-.017	.236
I am good at using my connections and network to make things happen at work.	-.105	.221	.139
I have good intuition or “savvy” about how to present myself to others.	-.044	-.027	.293
I always seem to instinctively know the right things to say or do to influence others.	-.032	.048	.207
I pay close attention to peoples’ facial expressions	.016	-.075	.241

ENTREPRENEURIAL INTENTIONS EXPLORATORY FACTOR ANALYSIS

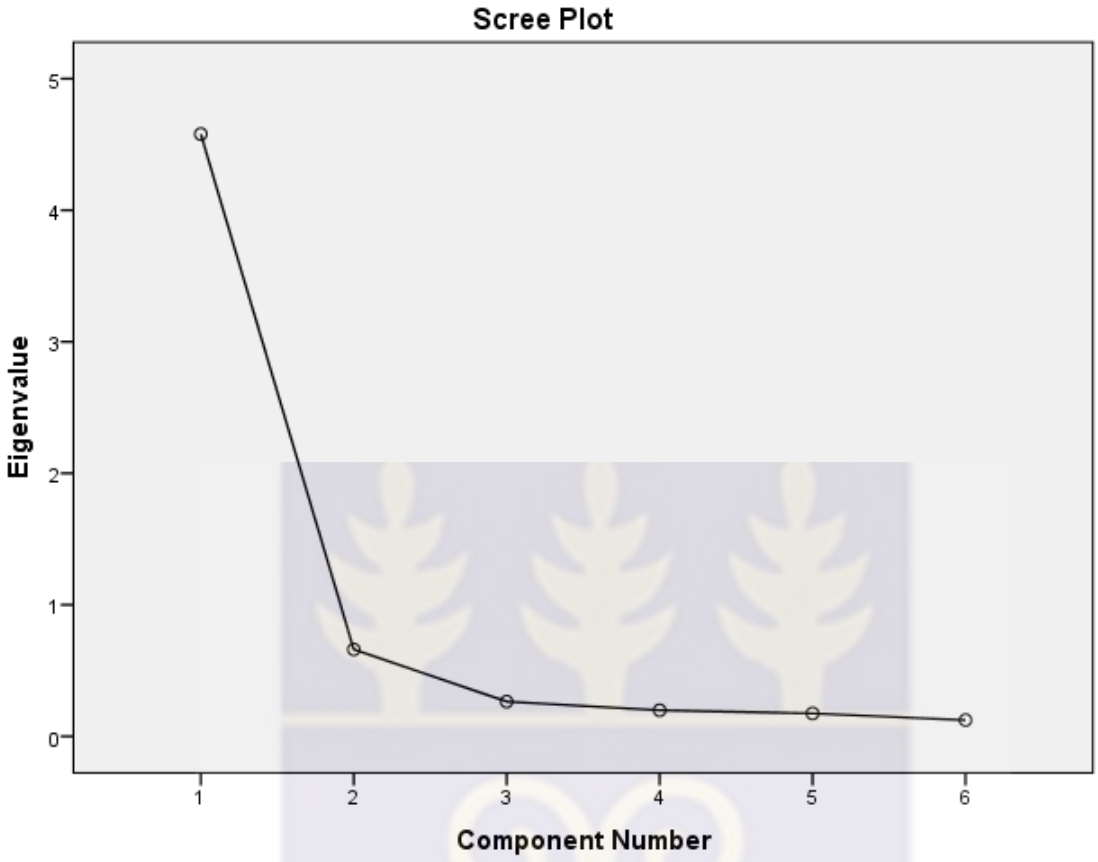
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	1812.920
	df	15
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.579	76.309	76.309	4.579	76.309	76.309
2	.661	11.018	87.328			
3	.264	4.404	91.732			
4	.198	3.308	95.040			
5	.174	2.903	97.943			
6	.123	2.057	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component
	1
I will make every effort to start and run my own firm.	.926
I am determined to create a firm in the future.	.917
I have very seriously thought of starting a firm.	.893
My professional goal is to become an entrepreneur.	.875
I have the firm intention to start a firm someday	.822
I am ready to do anything to be an entrepreneur	.801

Component Score Coefficient Matrix

	Component
	1
I am ready to do anything to be an entrepreneur	.175
My professional goal is to become an entrepreneur.	.191
I will make every effort to start and run my own firm.	.202
I am determined to create a firm in the future.	.200
I have very seriously thought of starting a firm	.195
I have the firm intention to start a firm someday	.180

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

APPENDIX E: HYPOTHESES TESTING

Hypothesis One

Correlations

		Entrepreneurial Intentions	Proactive Personality	Creativity	Political Skills	Networking Abilities	Interpersonal Influence	Social Astuteness	Apparent Sincerity
Entrepreneurial Intentions	Pearson Correlation	1	.589**	.391**	.578**	.490**	.476**	.549**	.472**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	323	323	323	323	323	323	323	323
Proactive Personality	Pearson Correlation	.589**	1	.537**	.751**	.647**	.626**	.635**	.692**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	323	323	323	323	323	323	323	323
Creativity	Pearson Correlation	.391**	.537**	1	.532**	.395**	.480**	.498**	.495**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	323	323	323	323	323	323	323	323
Political Skills	Pearson Correlation	.578**	.751**	.532**	1	.897**	.869**	.844**	.807**

	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	323	323	323	323	323	323	323	323
Networking Abilities	Pearson Correlation	.490**	.647**	.395**	.897**	1	.697**	.647**	.614**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	323	323	323	323	323	323	323	323
Interpersonal Influence	Pearson Correlation	.476**	.626**	.480**	.869**	.697**	1	.640**	.648**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	323	323	323	323	323	323	323	323
Social Astuteness	Pearson Correlation	.549**	.635**	.498**	.844**	.647**	.640**	1	.633**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	323	323	323	323	323	323	323	323
Apparent Sincerity	Pearson Correlation	.472**	.692**	.495**	.807**	.614**	.648**	.633**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	323	323	323	323	323	323	323	323

**. Correlation is significant at the 0.01 level (1-tailed).

Hypothesis Two

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.389[a]	.151	.138	7.46251	.151	11.300	5
2	.659[b]	.434	.419	6.12457	.282	52.210	3

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	317	.000
2	314	.000

a. Predictors: (Constant), ROLE MODEL, RELIGION, GENDER, PARENTAL OCCUPATION, MARITAL STATUS

b. Predictors: (Constant), ROLE MODEL, RELIGION, GENDER, PARENTAL OCCUPATION, MARITAL STATUS, CREATIVITY, POLITICAL SKILLS, PROACTIVE PERSONALITY

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3146.437	5	629.287	11.300	.000[b]
	Residual	17653.445	317	55.689		
	Total	20799.882	322			
2	Regression	9021.635	8	1127.704	30.064	.000[c]
	Residual	11778.248	314	37.510		
	Total	20799.882	322			

a. Dependent Variable: ENTREPRENEURIAL INTENTION

b. Predictors: (Constant), ROLE MODEL, RELIGION, GENDER, PARENTAL CCUPATION, MARITAL STATUS

c. Predictors: (Constant), ROLE, RELIGION, GENDER, PARENTAL OCCUPATION, MARITAL STATUS, CREATIVITY, POLITICAL SKILLS, PROACTIVE PERSONALITY

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.382	2.674		10.986	.000
	GENDER	.351	.851	.022	.412	.680
	PARENTAL OCCUPATION	.630	.378	.090	1.666	.097
	MARITAL STATUS	-2.525	1.319	-.104	-1.915	.056
	RELIGION	-2.409	.814	-.158	-2.959	.003
	ROLE MODEL	4.953	.910	.286	5.442	.000
2	(Constant)	2.028	3.307		.613	.540
	GENDER	.140	.699	.009	.200	.842
	PARENTAL OCCUPATION	-.329	.322	-.047	-1.021	.308
	MARITAL	-.385	1.111	-.016	-.347	.729
	RELIGION	.084	.700	.006	.121	.904
	ROLE MODEL	3.635	.756	.210	4.808	.000

	PROACTIVE PERSONALITY	.226	.049	.319	4.661	.000
	CREATIVITY	.032	.043	.039	.737	.462
	POLITICAL SKILLS	.126	.028	.298	4.493	.000

Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	GENDER	.044	.023	.021	.982	1.019
	PARENTAL OCCUPATION	.170	.093	.086	.922	1.085
	MARITAL STATUS	-.169	-.107	-.099	.910	1.099
	RELIGION	-.190	-.164	-.153	.944	1.059
	ROLE MODEL	.306	.292	.282	.969	1.032
2	(Constant)					
	GENDER	.044	.011	.008	.980	1.021
	PARENTAL OCCUPATION	.170	-.058	-.043	.858	1.166
	MARITAL STATUS	-.169	-.020	-.015	.863	1.158
	RELIGION	-.190	.007	.005	.860	1.163
	ROLE MODEL	.306	.262	.204	.945	1.058
	PROACTIVE PERSONALITY	.589	.254	.198	.384	2.601
	CREATIVITY	.391	.042	.031	.637	1.569
	POLITICAL SKILLS	.578	.246	.191	.410	2.437

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
						Tolerance	VIF
1	PROACTIVE PERSONALITY	.554[b]	11.164	.000	.532	.783	1.278
	CREATIVITY	.316[b]	5.918	.000	.316	.847	1.181
	POLITICAL SKILLS	.530[b]	11.095	.000	.529	.846	1.182

Excluded Variables[a]

Model		Collinearity Statistics
		Minimum Tolerance
1	PROACTIVE PERSONALITY	.783
	CREATIVITY	.847
	POLITICAL SKILLS	.846

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	GENDER	PARENTAL OCCUPATION
1	1	5.441	1.000	.00	.00	.01
	2	.240	4.757	.00	.01	.65
	3	.150	6.021	.00	.26	.09
	4	.081	8.209	.00	.52	.01

	5	.068	8.940	.00	.04	.14
	6	.019	16.827	.99	.17	.11
2	1	8.327	1.000	.00	.00	.00
	2	.248	5.791	.00	.01	.45
	3	.164	7.116	.00	.12	.26
	4	.091	9.570	.00	.79	.15
	5	.074	10.603	.00	.02	.13
	6	.059	11.840	.00	.00	.00
	7	.017	21.887	.04	.00	.00
	8	.009	29.660	.10	.00	.00
	9	.009	30.858	.86	.06	.00

Collinearity Diagnostics[a]

Model	Dimension	Variance Proportions					
		MARITAL STATUS	RELIGION	ROLE MODEL	PROACTIVE PERSONALITY	CREATIVITY	POLITICAL SKILLS
1	1	.00	.00	.00			
	2	.03	.11	.00			
	3	.00	.56	.01			
	4	.34	.26	.07			
	5	.31	.01	.63			
	6	.32	.05	.28			
2	1	.00	.00	.00	.00	.00	.00
	2	.03	.15	.00	.00	.00	.00

3	.00	.44	.00	.00	.00	.00
4	.01	.02	.02	.01	.01	.01
5	.69	.20	.03	.01	.01	.00
6	.00	.03	.90	.02	.01	.02
7	.00	.08	.01	.15	.65	.13
8	.01	.00	.01	.66	.03	.78
9	.25	.08	.02	.15	.29	.04

Hypothesis Three

Model = 4

Y = Entrepreneurial Intentions

X = Proactive Personality

M = Political Skills

Sample size

323

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Outcome: Political Skills

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7507	.5635	159.0008	119.6620	1.0000	321.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	27.6501	6.7437	4.1001	.0001	14.3826	40.9175
Proactive Personality	1.2618	.1153	10.9390	.0000	1.0349	1.4887

****

Outcome: Entrepreneurial Intentions

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6236	.3889	39.7220	95.3485	2.0000	320.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	7.1776	2.0330	3.5306	.0005	3.1779	11.1773
Political Skills	.1312	.0434	3.0210	.0027	.0457	.2166
Proactive Personality	.2519	.0781	3.2269	.0014	.0983	.4055

********** TOTAL EFFECT MODEL **********

Outcome: Entrepreneurial Intentions

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5888	.3467	42.3338	86.0964	1.0000	321.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	10.8043	2.6256	4.1150	.0000	5.6387	15.9699
Proactive Personality	.4174	.0450	9.2788	.0000	.3289	.5059

********** TOTAL, DIRECT, AND INDIRECT EFFECTS **********

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.4174	.0450	9.2788	.0000	.3289	.5059

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.2519	.0781	3.2269	.0014	.0983	.4055

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.1655	.0453	.0678	.2438

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.0206	.0056	.0081	.0296

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.2335	.0661	.0907	.3444

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.3965	.1224	.1379	.6026

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.6570	.4227	.1599	1.5165

R-squared mediation effect size (R-sq_med)

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.2916	.0460	.2017	.3771

Preacher and Kelley (2011) Kappa-squared

	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	.1908	.0560	.0752	.2921

Normal theory tests for indirect effect

Effect	se	Z	p
.1655	.0571	2.9007	.0037

Hypothesis Four

Model = 7

Y = Entrepreneurial Intentions

X = Proactive Personality

M = Political Skills

W = Creativity

Sample size

323

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Outcome: Political Skills

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7918	.6269	136.7685	139.8132	3.0000	319.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	99.7082	1.2671	78.6892	.0000	97.2153	102.2012
Proactive Personality	.8994	.1983	4.5358	.0000	.5093	1.2895
Creativity	.4454	.1464	3.0421	.0025	.1574	.7335
int_1	-.0353	.0155	-2.2841	.0230	-.0657	-.0049

Interactions:

int_1 Proactive Personality X Creativity

****

Outcome: Entrepreneurial Intentions

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6236	.3889	39.7220	95.3485	2.0000	320.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	21.1405	4.2167	5.0135	.0000	12.8444	29.4365
Political Skills	.1312	.0434	3.0210	.0027	.0457	.2166
Proactive Personality	.2519	.0781	3.2269	.0014	.0983	.4055

********** DIRECT AND INDIRECT EFFECTS **********

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.2519	.0781	3.2269	.0014	.0983	.4055

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	Creativity	Effect	Boot SE	BootLLCI	BootULCI
Political Skills	-9.8721	.1637	.0488	.0633	.2537
Political Skills	.0000	.1180	.0332	.0497	.1839
Political Skills	9.8721	.0722	.0294	.0353	.1562

Values for quantitative moderators are the mean and plus/minus one SD from mean.

Values for dichotomous moderators are the two values of the moderator.

********** INDEX OF MODERATED MEDIATION **********

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
Political Skills	-.0046	.0023	-.0096	-.0009

Hypothesis Five

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
Entrepreneurial Intentions	MALE	189	33.6455	8.06003	.58628
	FEMALE	134	34.3582	8.01634	.69251

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
Entrepreneurial Intentions	Equal variances assumed	.068	.795	-.785	321
	Equal variances not assumed			-.785	287.495

Independent Samples Test

		t-test for Equality of Means			
		Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
					Lower
Entrepreneurial Intentions	Equal variances assumed	.433	-.71271	.90820	-2.49947
	Equal variances not assumed	.433	-.71271	.90735	-2.49860

Independent Samples Test

		t-test for Equality of Means
		95% Confidence Interval of the Difference
		Upper
Entrepreneurial	Equal variances assumed	1.07406

Intentions	Equal variances not assumed	1.07319