

Research Space

Journal article

Explaining employees' entrepreneurial intentions: The roles of societal norms, work-related creativity and personal resources

Ng, P.Y and De Clerq, D.

Ng PY, Clercq DD. Explaining the entrepreneurial intentions of employees: The roles of societal norms, work-related creativity and personal resources. *International Small Business Journal*. March 2021. doi:[10.1177/0266242621996614](https://doi.org/10.1177/0266242621996614)

International Small Business Journal

Explaining employees' entrepreneurial intentions: The roles of societal norms, work-related creativity and personal resources

Journal:	<i>International Small Business Journal</i>
Manuscript ID	ISB-20-0529.R3
Manuscript Type:	Full Paper
Keywords:	normative adversity, work-related creativity, entrepreneurial intentions, risk tolerance, passion for work, conservation of resources theory
Abstract:	<p>This study addresses the important question of why people currently in paid employment might be hesitant to start their own businesses. It particularly predicts how employees' diminished work-related creativity might mediate the relationship between their perceptions that societal norms do not support initiative taking and their own entrepreneurial intentions, as well as how their risk tolerance and passion for work might buffer this process. Survey data, collected among public-sector employees in the United Arab Emirates, confirm these predictions, except that the results do not indicate a buffering role of passion for work. For entrepreneurship stakeholders, this research reveals a critical factor—a diminished propensity to come up with new ideas at work—by which employees' beliefs about limited normative support for enterprising efforts may escalate into a reluctance to consider an entrepreneurial career. It also pinpoints how this process can be subdued when employees are willing to take risks.</p>

SCHOLARONE™
Manuscripts

Explaining employee entrepreneurial intentions: The roles of societal norms, work-related creativity and personal resources

Abstract

This article addresses the important question of why those in paid employment might be hesitant to start their own businesses. In particular, we predict how employees' diminished work-related creativity might mediate the relationship between their perceptions that societal norms do not support initiative taking, and their own entrepreneurial intentions. In addition, we consider how risk tolerance and passion for work might buffer this process. Survey data, collected among public-sector employees in the United Arab Emirates, confirm these predictions with the exception of indications for a buffering role of passion for work. For entrepreneurship stakeholders, this research reveals a critical factor—a diminished propensity to generate new ideas at work—by which employee beliefs about limited normative support for enterprising efforts may escalate into a reluctance to consider an entrepreneurial career. It also identifies how this process can be muted when employees are willing to take risks.

Keywords: normative adversity; work-related creativity; entrepreneurial intentions; risk tolerance; passion for work; conservation of resources theory

Introduction

Why might employees who hold a steady job consider an entrepreneurial career? There are both positive and negative aspects to this question. On the positive side, if they are willing to start their own businesses, they may enjoy greater decision autonomy, job control, financial rewards and a sense of meaning (Delanoë-Gueguen & Liñán, 2019; Parasuraman & Simmers, 2001). For society at large, employees who launch their own ventures promise heightened innovation levels, new job creation and an infusion of new and improved products or processes (Acs, Audretsch, & Lehman, 2013). However, the decision to leave a solid job and embark on an entrepreneurial career path is not easy or straightforward. Thus, on the negative side, employees might resist entrepreneurial moves due to their concerns about giving up a secure source of income, uncertainty about whether the new business will succeed, the risk of losing their professional reputation or the prospect of the seemingly relentless efforts required to keep a business afloat (Hormiga, Hancock, & Valls-Pasola, 2013; Prottas & Thompson, 2006).

These challenges may be exacerbated if employees believe that the broader macro-environment inhibits rather than facilitates enterprising efforts (Kebaili, Al-Subyae, & Al-Qahtani, 2017; Solesvik, Westhead, & Matlay, 2014). Resistance to the idea of creating a new firm becomes especially problematic when societal environments discourage such activities in parallel. For example, entrepreneurial propensities might be subdued when people perceive insufficient financial support mechanisms, excessive red tape, administrative burdens or poor legal protection for new product ideas (Feola, Vesci, Botti, & Parente, 2019; Fernández-Serrano & Romero, 2014; Reynolds et al., 2015). Another critical inhibitor might stem from beliefs that the norms that permeate society simply do not encourage personal initiative (Solesvik et al., 2014; Sperber & Linder, 2019). Yet, research into the negative relationship between unsupportive societal norms and entrepreneurial intentions predominantly features samples of students or young adults, just starting out in their careers (Ephrem, Namatovu, & Basalirwa, 2019; Siu & Lo, 2013). Compared with these informants, securely employed potential entrepreneurs may confront additional hurdles and considerations, particularly with respect to how broader societal norms may

1
2
3
4 inform organisational leader's attitudes toward 'entrepreneurship-friendly' behaviours at
5 work (Chiu & Kwan, 2010; Chua, Roth, & Lemoine, 2015).
6
7

8 Accordingly, with a sample of well-ensconced employees, we consider how
9 employees' greater or lesser engagement in work-related creativity might inform the ways
10 in which their perceptions that norms discourage initiative taking determine their own
11 entrepreneurial intentions. Work-related creativity refers to the extent to which employees
12 devise with new solutions to organisational problems in the course of their work (Oldham
13 & Cummings, 1996). If employees sense that the surrounding environment does not value
14 personal initiative, they might be reluctant to generate new ideas in their current jobs,
15 because they would worry that organisational authorities will regard these efforts
16 negatively, which could compromise their organisational standing (Chua et al., 2015). An
17 important consequence, we assert, might be that their reluctance then spills over into
18 reduced perceptions of their ability to leverage their creativity in other settings, such as by
19 starting their own businesses (Hormiga et al., 2013; Lee, Wong, Foo, & Leung, 2011).
20
21
22
23
24
25
26
27

28 We also consider some ways in which this negative process might be contained,
29 such as if employees possess valuable personal resources that diminish their fear of a
30 tarnished organisational standing even if they were to undertake creative activities at work.
31 That is, the extent to which employees exhibit conservative behavioural tendencies in
32 response to adverse normative conditions, with respect to enterprising efforts, likely
33 decreases when they have access to personal resources that mitigate the experienced fear
34 (De Clercq & Belausteguigoitia, 2019; Hobfoll & Shirom, 2000). We thus, postulate that
35 risk tolerance and passion for work, as two personal resources, might diminish the chances
36 that employees avoid creative behaviours at work in the presence of normative adversity,
37 with positive consequences for their entrepreneurial intentions. Risk tolerance captures the
38 extent to which employees are willing to try new things, even if the outcomes are uncertain
39 (Zhao, Seibert, & Hills, 2005). Passion for work instead refers to the extent to which people
40 derive personal joy from working hard (Baum & Locke, 2004).
41
42
43
44
45
46
47
48
49
50

51 With these predictions, we seek to make several research contributions. First, we
52 argue and empirically demonstrate that employee perceptions of adverse normative macro-
53 environments can reduce the propensity to start a new firm given fears that a diminished
54
55
56
57
58
59
60

1
2
3
4 organisational reputation leaves them reluctant to undertake creative work-related efforts
5 that contradict prevailing norms (Amabile, 1996; Hormiga et al., 2013). Organisational
6 behaviour research already has established that employee propensity to limit creative
7 behaviours is an intermediate mechanism that connects adverse work conditions, such as
8 role stressors (Mishra & Shukla, 2012) and surface acting (Liu, Liu, & Geng, 2013), with
9 negative work outcomes. We examine a similar mediator in a novel context, pertaining to
10 the plans employees make to start their own business when they perceive a lack of
11 normative support for entrepreneurial efforts in their external environments (Sperber &
12 Linder, 2019). Formally, we posit that the reduced likelihood that employees are creative in
13 the course of their work functioning—an underexplored manifestation of entrepreneurial
14 inaction relevant for entrepreneurial intention formation (Wood, Williams, & Drover,
15 2017). This is an important mechanism that may explain why perceptions of unsupportive
16 societal norms diminish the probability of business creation.

16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Second, we address calls for more research that applies contingency approaches to the combined effects of factors that operate at different levels when predicting entrepreneurial intentions (Schillo, Persaud, & Jin, 2016; Siu & Lo, 2013). In particular, we generate expanded insights into how diminished entrepreneurial intentions, as a response to macro-level normative adversity, might be mitigated by pertinent personal resources that employees can leverage to guard against negative consequences if exhibiting creativity at work. Employees are likely to react differently to unfavourable normative conditions; one element that determines their behavioural reactions is their ability to deal effectively with related challenges (Hobfoll & Shirom, 2000). By considering specifically how employee risk tolerance (Zhao et al., 2005) and passion for work (Ho, Wong, & Lee, 2011) may mitigate the mediating effect by which diminished work-related creativity channels normative adversity into diminished plans to start a business, we seek insights for policy makers and other stakeholders interested in spurring entrepreneurship. To diminish the risk that unfavourable societal norms negatively interfere with an employee's interest in starting a new firm, they should encourage greater willingness to take risks among these employees or heed the personal excitement they show in their work.

1
2
3
4 To explore these issues, the article is organised as follows. First, we outline the
5 theory and hypotheses development. Next, we present the methodology and statistical
6 results. We conclude with a discussion of the study's key theoretical insights, limitations
7 and future research directions, and implications for practice.
8
9

10 **Theoretical background and context**

11
12 To establish our contributions, we address the specific question of how employee
13 work-related creativity might serve as a conduit through which perceptions of unfavourable
14 societal norms inform entrepreneurial intentions. Considering this distinct type of work
15 behaviour is important and relevant, in light of its opportunities and challenges. Employees
16 can contribute effectively to their organisation's success by developing and introducing
17 novel ideas to improve its current situation (Maimone & Sinclair, 2014; Oltra & Vivas-
18 López, 2013). Such creative activities also offer opportunities for personal growth and can
19 generate a sense of personal accomplishment (Kim, Hon, & Crant, 2009; Mishra & Shukla,
20 2012). Yet, the pursuit of novel ideas, which by definition upset the status quo, also creates
21 important risks for employees. Other members, including organisational authorities, may
22 find such efforts upsetting and perceive them as undermining prevailing organisational
23 practices (Van Dijk & Van Dick, 2009; Yuan & Woodman, 2010). For example,
24 organisational leaders may interpret these behaviours as challenges to the quality of their
25 decisions or fear that implementing the novel ideas will compromise their personal turf and
26 privileges (Hon, Bloom, & Crant, 2014; Sutton & Hargadon, 1996). Employees might
27 therefore, think twice before they risk expressing work-related creativity, to avoid
28 resistance or rejection by those in authority
29
30
31
32
33
34
35
36
37
38
39
40
41

42 These challenges should be particularly prominent when employees believe that
43 society at large regards disruptive, change-invoking initiatives negatively and this informs
44 how organisational leaders evaluate such initiatives in work settings (Borins, 2002; Chiu &
45 Kwan, 2010). Creative work behaviours clearly can be discouraged by organisational or
46 industry factors, but we propose that employees may also avoid such behaviours in
47 response to external forces that indirectly determine how the internal organisation evaluates
48 such behaviours (Chua et al., 2015). The connection between perceptions of normative
49 adversity and work-related creativity is indirect and somewhat remote. Therefore, for this
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 study, we select public-sector organisations as our empirical context, noting that the
5 members of these organisations, including their leaders, should be strongly influenced by
6 norms that permeate society at large (Van Wart, 2003). That is, the employees of
7 government organisations should be particularly inclined to believe that their perceptions of
8 societal norms mirror those held by those in authority (Elenkov & Manev, 2005). With this
9 logic, we propose that employee beliefs about normative adversity toward initiative taking
10 may leave them reluctant to undertake creative efforts at work, for fear that these efforts
11 will be poorly received by leaders (Chiu & Kwan, 2010).¹

12
13
14
15
16
17
18 Moreover, dedicated creative efforts may be challenging for public-sector
19 employees in general, to the extent that these efforts contradict the prevailing bureaucratic
20 rules set by government mandates (Borins, 2002; Moussa, McMurray & Muenjohn, 2018).
21 Government bureaucracies already have a tendency to discourage work behaviours that
22 upset the status quo, so it becomes particularly relevant to examine how variations in
23 employee beliefs about societal norms related to initiative taking may enter the workplace
24 and inform the variations in their work-related behavioural responses. That is, our focus on
25 public-sector organisations enables us to investigate how the likelihood that employees will
26 develop disruptive ideas at work depends on the extent to which they believe the wider
27 normative environment is (un)supportive of these efforts (Sperber & Linder, 2019), beyond
28 any organisation-specific bureaucracy, and importantly, to pinpoint the implications of their
29 work-related behavioural responses for their plans to start a business (Hormiga et al., 2013).

30 31 32 33 34 35 36 37 38 39 *Conservation of resources theory*

40
41 Even if this empirical focus on public-sector employees is highly relevant, our
42 theoretical arguments also should apply across different sectors and settings,² in that the
43 links between employee perceptions of limited normative support for enterprising efforts,
44 work-related creativity, and entrepreneurial intentions are anchored in conservation of
45 resources (COR) theory (Hobfoll, 1989; Hobfoll, Halbesleben, Neveu, & Westman, 2018).
46
47
48
49
50

51
52 ¹ As explained in the Method section, we focus on employees who work for government organizations in the
53 United Arab Emirates, a collectivist country in which broader societal norms likely have a strong impact on
54 the internal functioning of these organizations, which also are run by local nationals who are strongly
55 engrained by the country's culture (Mansour, 2008; Wilkins, 2001).

56
57 ² We accordingly refer to employees in general in our theorizing and hypotheses development.
58
59
60

1
2
3
4 According to this theory, employees work-related activities and preferences reflect their
5 desire to shield their existing resource reservoirs and avoid resource losses, which sets the
6 stage for two key premises. First, the threat of resource drainage caused by adverse
7 situations tends to elicit behavioural responses that enable employees to counter such
8 drainage (Hobfoll & Shirom, 2000). Second, certain personal features can mitigate this
9 process, especially those that make it less probable that the experienced adversity converts
10 into actual resource drainage (Hobfoll & Shirom, 2000).
11
12
13
14
15

16 A broad conceptualisation of the notion of “resources” entails all “those objects,
17 personal characteristics, conditions, or energies that are valued in their own right or that are
18 valued because they act as conduits to the achievement or protection of valued resources”
19 (Hobfoll, 2001, p. 339). In our proposed theoretical framework, the role of employees’
20 organisational standing should be especially relevant, and it also reflects one of the key
21 COR resources (status at work) that Hobfoll (2001, p. 342, Table 2) identifies. We propose
22 in particular that employee perceptions of normative adversity with respect to taking
23 initiatives, diminishes their work-related creativity given efforts to protect workplace
24 standing (Fiske, 2010). That is, the perceived threat to their organisational position if
25 employees were to propose novel ideas in the presence of normative conditions that reject
26 such efforts may steer them toward more conservative, rather than disruptive, work
27 behaviours (Chua et al., 2015). In essence, diminished work-related creativity is a
28 behavioural response by employees seeking to maintain their organisational standing and
29 avoid negative judgments of their work-related actions (Hobfoll & Shirom, 2000).
30
31
32
33
34
35
36
37
38
39
40

41 In a further application of COR theory, we postulate that this protective behavioural
42 response is less likely to the extent that employees can draw on personal resources that
43 make the response less needed (Hobfoll & Shirom, 2000). In particular, employee
44 motivation to protect their organisational reputation by avoiding work-related creativity, in
45 the presence of normative adversity, likely is subdued when they possess the personal
46 resources of risk tolerance (Zhao et al., 2005) and passion for work (Baum & Locke, 2004).
47 As we detail in the hypotheses section, employees who perceive normative adversity but
48 are more risk prone or excited about work may experience less need to reduce their work-
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 related creativity to shield their organisational standing, so they then have more chances to
5 identify opportunities for new business creation (Hormiga et al., 2013).
6
7

8 The focus on these two personal resources is not random but informed by their
9 complementary roles. That is, even if both of these personal resources, conceptualised as
10 moderators in our proposed framework, can help employees cope with the challenges of
11 unsupportive social norms for initiative taking, they do so in different ways. Employee risk
12 tolerance is primarily cognitive in nature, capturing how they make decisions when they
13 recognise the likelihood of uncertain outcomes (Dinis, do Paço, Ferreira, Raposo, &
14 Gouveia Rodrigues, 2013). This passion for work speaks to the positive emotions
15 experienced in the course of executing work tasks (De Clercq, Honig, & Martin, 2013).
16 Together, these two resources provide a consistent, encompassing perspective of whether
17 and how employee beliefs about normative adversity might escalate into reduced
18 entrepreneurial intentions, through their diminished work-related creativity.
19
20
21
22
23
24
25
26

27 **Hypotheses**

28 The proposed conceptual framework is summarised in Figure 1. We theorise that
29 normative adversity thwarts entrepreneurial intentions, because the fear of diminished
30 organisational standing steers employees away from undertaking creative activities at work.
31 Risk tolerance and passion for work serve as two complementary buffers of this connection.
32 We detail the arguments for the constitutive hypotheses in this section.
33
34
35
36

37 [Insert Figure 1 about here]
38

39 *Mediating role of work-related creativity*

40 According to the tenets of COR theory, employee propensity to engage in certain
41 work behaviours is influenced by motivation to conserve existing resource bases and
42 diminish the chances of further resource depletion, particularly in the presence of
43 unfavourable circumstances (Hobfoll & Shirom, 2000). If societal norms seem
44 unsupportive of initiative taking, employees may fear that exhibiting creativity at work will
45 jeopardise their organisational standing as those in authority take negative views of such
46 behaviours (Chua et al., 2015; Sperber & Linder, 2019). Such beliefs generate a
47 discouraging sense overall so employees have little motive to exert the effort needed to
48 devise novel solutions to work-related problems (Anderson, 1992; Hormiga et al., 2013).
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 That is, a broader normative environment that appears to discourage initiative taking may
5 compromise employee motivation to be creative in their jobs as they fear these activities
6 will undermine their reputation at work (Chiu & Kwan, 2010). Conversely, if employees
7 believe that broader societal norms encourage personal initiative taking, they are more
8 likely to engage in creative work behaviours, because such behaviours can generate
9 resource gains, including positive recognition from organisational leaders (Chua et al.,
10 2015; Hobfoll et al., 2018).

11
12
13
14
15
16 Similarly, if employees perceive a lack of support for initiative taking, and believe
17 that organisational decision makers are influenced by the same norms (Chua et al., 2015),
18 the discouraging environment might seem like a form of disrespect for their creative efforts.
19 This further undermines motivation to allocate energy to new idea generation within the
20 workplace (Ryan & Deci, 2000). That is, employees may justify their diminished creative
21 efforts by referring to the lack of normative support that such ideas receive (Anderson,
22 1992; Chiu & Kwan, 2010). Consistent with the COR logic (Hobfoll et al., 2018), refusing
23 to engage in creative activities at work provides a protective mechanism that conserves
24 organisational standing (key resource) in the presence of norms that conflict with such
25 activities (Hobfoll, 2001). If employees are convinced that society does not look favourably
26 on personal initiative they will not waste valuable time devising new work-oriented ideas
27 likely to be ignored by leaders engrained with societal norms. With these arguments, we
28 postulate:
29
30
31
32
33
34
35
36
37
38

39 **Hypothesis 1:** Employee perceptions of normative adversity with respect to
40 initiative taking relate negatively to their work-related creativity.
41

42 We also argue that the extent to which employees avoid work-related creativity has
43 a negative relationship upon entrepreneurial intentions. Although the form of creativity we
44 analyse refers to employee efforts within their existing jobs, such diminished creativity may
45 spill-over and limit their ability to make plans to create a new firm. If they do not engage in
46 efforts to find solutions to problems encountered at work, they are less well positioned to
47 detect other opportunities to exploit through a new business (Hormiga et al., 2013; Lee et
48 al., 2011); rather, attention rests on how to maintain and preserve current employment.
49 Frequent anecdotal accounts indicate that new business ideas tend to result from problems
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 or deficiencies that employees encounter at work (Barringer & Ireland, 2019); empirical
5 research affirms that limited creativity at work leads to lower entrepreneurial intentions
6 (Biraglia & Kadile, 2017). Conversely, the premises underpinning COR theory suggest that
7 employees may be motivated to leverage work-related insights, derived from their creative
8 work behaviours, in plans to attain additional personal resource gains (Hobfoll & Shirom,
9 2000). Employees who display creative efforts in the workplace are more optimistic about
10 the chances of success from commercialising their ideas within a new business (Biraglia &
11 Kadile, 2017), expecting enhanced financial rewards, work-related freedom, or a sense of
12 personal accomplishment (Delanoë-Gueguen & Liñán, 2019). We therefore hypothesise:

13
14
15
16
17
18
19
20 **Hypothesis 2:** Employees work-related creativity relates positively to their
21 entrepreneurial intentions.
22

23 The integration of these hypotheses implies a critical mediating role of work-related
24 creativity. Employee beliefs about adverse societal norms in relation to taking initiative
25 may diminish their entrepreneurial intentions as they are reluctant to undertake significant
26 effort to devise novel ideas that might resolve work-related problems (Chua et al., 2015).
27 Extant research similarly reveals a mediating role of diminished entrepreneurial attitudes
28 and perceived control in the connection between perceptions of societal corruption and
29 entrepreneurial intentions (Traikova, Manolova, Möllers, & Buchenrieder, 2017). We add
30 to such research by exploring how employee beliefs of uncertain supportive societal norms
31 prevent plans to create a new firm; this reflects self-protective behavioural responses to
32 such norms including curtailing creative activities at work.
33
34
35
36
37
38
39

40 **Hypothesis 3:** Employees work-related creativity mediates the relationship between
41 their perceptions of normative adversity with respect to initiative taking and their
42 entrepreneurial intentions.
43
44

45 *Moderating role of risk tolerance*

46
47 In COR theory, negative work-related behavioural responses to adverse, resource-
48 draining conditions vary with access to personal resources that inform an employee's
49 ability to cope with these conditions (Abbas, Raja, Darr, & Bouckenooghe, 2014; Hobfoll
50 2001). To engage in creative activities, in the absence of normative support for initiative
51 taking, employees must be able to deal with the fear of diminished organisational standing
52
53
54
55
56
57
58
59
60

1
2
3
4 if their creative behaviours were to be resisted by norm-guided organisational leaders who
5 find such behaviours inappropriate (Chiu & Kwan, 2010; Chua et al., 2015). If employees
6 are highly tolerant to risk, this personal resource might diminish this fear (Arnesen &
7 Foster, 2016). That is, the probability that employees experience normative environments
8 as impediments to their organisational stature, were they to engage in work-related creative
9 activities, should be subdued when they are willing to take risks (Hobfoll & Shirom, 2000;
10 Kim & Choi, 2018). In contrast, employees with a low risk tolerance are less well able to
11 protect themselves against reputation-related fears that arise from unfavourable norms with
12 respect to work-related creative efforts (Kim & Choi, 2018; Mmobuosi, 1988). Beliefs
13 about normative adversity accordingly, are more likely to translate into a reluctance to
14 undertake potentially disruptive creative activities at work.
15
16
17
18
19
20
21
22

23 These arguments, together with the aforementioned mediating role of work-related
24 creativity, suggest a moderated mediation effect (Preacher, Rucker, & Hayes, 2007). That
25 is, employee risk tolerance represents an important contingency in the indirect relationship
26 between beliefs about normative adversity and entrepreneurial intentions, through
27 diminished work-related creativity (Zhao et al., 2005). Among risk-tolerant employees, the
28 role of diminished work-related creative effort as a factor that explains the escalation of
29 resource-draining, unsupportive societal norms into lower entrepreneurial intentions is less
30 evident (Hobfoll & Shirom, 2000). Conversely, their reluctance to seek novel solutions to
31 work problems—as informed by their fear that such actions may backfire and undermine
32 their organisational standing (Chua et al., 2015; Hobfoll, 2001)—should be especially
33 strong when employees are more risk averse (Amabile, 1996). In such cases, the hardships
34 of an unfavourable normative environment discourage them from developing start-up plans
35 (Sperber & Linder, 2019). When employees are unwilling to take risks, their limited work-
36 related creativity becomes a more critical factor for explaining how beliefs about normative
37 adversity contribute to reduced entrepreneurial intentions.
38
39
40
41
42
43
44
45
46
47
48

49 **Hypothesis 4:** The extent to which employee perceptions of normative adversity
50 with respect to initiative taking diminish their entrepreneurial intentions, through
51 diminished work-related creativity, is lower among employees who exhibit greater
52 risk tolerance.
53
54
55
56
57
58
59
60

Moderating role of passion for work

We suggest a similar buffering effect of passion for work. In line with the same COR logic, this personal resource should diminish employees' protective behavioural responses to the experience of resource-draining normative adversity with respect to taking initiatives (Hobfoll, 2001). Employees equipped with a strong passion for work are motivated to do something useful with their individual talents and energy (Vallerand et al., 2003), so it becomes more likely that they seek creative solutions to organisational problem situations, even in the presence of unsupportive societal norms (Klaukien, Shepherd, & Patzelt, 2013). As passionate employees pay significant attention to how they can make meaningful work contributions, rather than focus on the potential negative consequences that their creative efforts might have on organisational standing, due to unfavourable societal norms (Baum & Locke, 2004), they should be less affected by beliefs about normative adversity. As such, they should be more focused upon resolving work-related problems (De Clercq & Belausteguigoitia, 2017a). In addition, employee passion for work might make challenging normative conditions somewhat appealing as finding ways to generate novel ideas in such conditions generates a sense of personal accomplishment (Ho et al., 2011). That is, the gratification they derive from their ability to remain creative at work in the face of resource-draining normative adversity may outweigh their refusal to exert creative efforts at work due to fears about norm-driven, sceptical organisational leaders (Ryan & Deci, 2000).

Similar to the case we made for risk tolerance, these considerations point to a moderated mediation dynamic (Preacher et al., 2007). Employee passion for work may serve as a buffer that mitigates the indirect relationship between their beliefs about normative adversity and their limited interest in starting their own companies, due to a reluctance to undertake creative behaviours at work. For employees who derive joy from working hard, diminished work-related creativity efforts should be less influential in terms of escalating adverse societal norms into lower entrepreneurial intentions (Klaukien et al., 2013). This buffer not only protects employees against the hardships that arise with discouraging norms but also provides a source of personal excitement if they can successfully overcome the norms (De Clercq & Belausteguigoitia, 2017a).

Hypothesis 5: The extent to which employee perceptions of normative adversity with respect to initiative taking diminish their entrepreneurial intentions, through diminished work-related creativity, is weaker among employees who exhibit greater passion for work.

Research method

Sample and data collection

The hypotheses were tested with survey data collected among public-sector employees in the United Arab Emirates (UAE). This empirical context helps us address calls for more research on the antecedents of people's entrepreneurial intentions in Middle Eastern countries (Imran & Khan, 2019; Karimi, Biemans, Lans, Chizari, & Mulder, 2016; Kebaili et al., 2017). Organisational norms inherently affect employee creativity levels, but *societal* norms have especially strong influences on how people make work-related decisions in collectivist societies such as the UAE, where members, including organisational authorities, tend to conform to macro-level traditions and practices (Hofstede, Hofstede, & Minkov, 2010). Moreover, government employment is mainly restricted to local nationals at all levels, including those in leadership position who share similar characteristics and values, informed by their Bedouin lifestyle (Mansour, 2008; Wilkins, 2000). In this national context, employees are likely to hold strong beliefs that their own perceptions about societal norms, including those with respect to initiative taking, match those in authority within the organisation (Elenkov & Manev, 2005; Chua et al., 2015).

The UAE also offers an interesting context in light of two potentially opposing forces that may inform the likelihood that employees consider starting their own businesses, in response to normative adversity toward initiative taking. On the one hand, the UAE has launched programmes in the past decade to encourage public-sector employees to consider careers as entrepreneurs, to reduce dependence on full-time government jobs related to oil and gas production (Jabeen, Mohd, & Katsioloudes, 2017; Tipu & Ryan, 2016). On the other hand, and as is the case for many government organisations, public-sector employees in the UAE encounter significant rigidity and regulation, such that creative efforts in normative employment contexts tend to be

1
2
3
4 discouraged (Hanouz & Yousef, 2007; Mansour, 2008). The prevalence of this second
5 force emphasises the challenges that employees may encounter, related to their limited
6 ability to leverage valuable work-related experiences as new business opportunities. In
7 addition, there is a potentially instrumental role of individual risk tolerance and passion for
8 work in mitigating the harmful effects of beliefs about discouraging societal norms on
9 work-related creativity and subsequent entrepreneurial intentions. In light of these
10 considerations, the UAE represents a compelling setting in which to examine the likelihood
11 that employee beliefs about unsupportive norms may spill over into diminished plans to
12 start their own business.
13
14
15
16
17
18

19
20 We took several measures to protect the rights of the research participants and
21 diminish the chances of social desirability biases (Spector, 2006). In particular, the
22 participants did not have to disclose their names when completing the online survey; the
23 invitation statement that accompanied the survey offered a guarantee of complete
24 confidentiality. It also emphasised that the objective was to analyse aggregate, not
25 individual, data patterns; that participation was entirely voluntary and that participants
26 could withdraw from the study at any time. The invitation statement further indicated that
27 there were no correct or incorrect answers and that it was important, for the validity of the
28 results, that the questions were answered truthfully.
29
30
31
32
33
34

35
36 The names of the target participants were randomly selected from a database
37 maintained by the university of a one of the co-authors containing about 1,200 employees
38 who work for one of three organisations that operate in the public sector. We administered
39 the survey to 1,000 employees selected by a random digit generator; we received 316
40 completed surveys. To check for non-response bias, we performed an independent-group t-
41 test and compared the values for the focal constructs across early and late respondents
42 (median split), consistent with the well-accepted argument that late respondents share
43 similarities with non-respondents (Armstrong & Overton, 1977; Jiao, Alon, & Cui, 2011).
44 No significant differences emerged between these groups (p -values ranged between .371
45 and .806), which reduces concerns about non-response bias. The sample consisted of 65%
46 women, 63% of the participants were younger than 30 years, 92% had a bachelor's degree
47 or higher, 70% had a monthly income of 10,000 Arab Emirate Dirham or higher (£2,000
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 British Pounds) and 42% had prior participation experience in an entrepreneurship training
5 programme; the employing organisations engaged in economic development (37%),
6 education (38%) or municipal services (25%). All respondents were employed full-time.
7

8 *Measures*

9
10
11 The assessments of the focal constructs used items drawn from previous studies.
12 The seven-point Likert anchors for each scale ranged from 1 (“strongly disagree”) to 7
13 (“strongly agree”).
14

15
16 *Normative adversity.* Employee beliefs that societal norms are not supportive of
17 initiative taking were measured with a six-item, reverse-coded scale of informal
18 environment support (Sperber & Linder, 2019). Two sample items were “Societal norms
19 emphasise personal initiative, self-sufficiency, and autonomy” and “Societal norms are
20 highly supportive of success achieved through one’s own personal efforts” (Cronbach’s
21 alpha = .93).
22

23
24
25 *Work-related creativity.* To assess the extent to which employees generated novel
26 solutions to organisational problems, we applied four items drawn from previous research
27 on work-related creativity (Biraglia & Kadile, 2017). For example, the respondents
28 indicated their agreement with statements such as “I often come up with creative solutions
29 to problems at work” and “I often provide a fresh approach to problems at work”
30 (Cronbach’s alpha = .94).
31

32
33
34
35
36 *Entrepreneurial intentions.* The extent to which employees consider starting their
37 own businesses was measured with three items used in prior research on entrepreneurial
38 intentions (Kickul, Gundry, Barbosa, & Whitcanack, 2009). The respondents mentioned,
39 for example, whether “I am likely to start my own business soon” and “I often think of
40 having my own business” (Cronbach’s alpha = .84).
41

42
43
44
45
46
47 *Risk tolerance.* We assessed an employee’s propensity to tolerate risks with three
48 items from extant research on risk taking (Zhao et al., 2005). Two example statements were
49 “I am willing to take significant risk if the possible rewards are high enough” and “One
50 should try new things even if there is a risk they might fail” (Cronbach’s alpha = .78).
51

52
53
54
55
56
57 *Passion for work.* To measure the extent to which employees tend to feel excited
58 about diligent work, we applied a five-item scale of passion for work (Baum & Locke,
59

2004). Two example statements were “I derive most of my life satisfaction from working hard” and “I love to work hard” (Cronbach’s alpha = .91).

Control variables. The statistical models included six control variables: employee gender (1 = female); age (in years); education level (1 = high school, 2 = bachelor, 3 = masters, 4 = doctorate); monthly income, to provide a (rough) proxy for their job level (1 = below 10,000 AED, 2 = 10,000–19,999, 3 = 20,000–29,999, 4 = 30,000–39,999, 5 = 40,000–49,999, 6 = 50,000 AED or more); participation in entrepreneurial training in the past (1 = never, 2 = once or twice a year, 3 = three or more times a year); and the type of government organisation that employs them (economic development, education or municipal services; the last category serves as the base case). Employee gender tends to influence creative and entrepreneurial endeavours (Baer & Kaufman, 2008), as does confidence relating to success (Amabile, 1996), which in turn may depend on age, education level, financial means and entrepreneurship training. Including the organisation type also accounts for potential organisation-level influences on work-related creativity and entrepreneurial intentions, even if all the organisations are government agencies.

Construct validity. We assessed the construct validity of the five focal constructs by estimating a five-factor measurement model with a confirmatory factor analysis. The fit of this model was good: $\chi^2(480) = 601.96$, confirmatory fit index = .92, incremental fit index = .92, Tucker-Lewis index = .91, root mean squared error of approximation = .08 and standardised root mean square residual = .07. In support of the presence of convergent validity for the five constructs, each item loaded very strongly ($p < .001$) on its corresponding construct, and the average variance extracted (AVE) values were higher than the benchmark of .50. Evidence for the presence of discriminant validity appeared, in that all AVE values were greater than the squared correlations of the associated construct pairs. The fit of the models with unconstrained construct pairs (correlation between constructs was free to vary) also was significantly better than the fit of the constrained counterparts (correlation between constructs was forced to equal 1), for all ten construct pairs ($\Delta\chi^2_{(1)} > 3.84, p < .05$).

Statistical technique

1
2
3
4 We tested the research hypotheses with the Process macro (Hayes, Montoya, &
5 Rockwood, 2017). It estimates individual paths, together with a comprehensive assessment
6 of mediation and moderated mediation effects; it is applied in many studies that test such
7 effects (Skiba & Wildman, 2019; Wang, Bowling, Tian, Alarcon, & Ho, 2018). An
8 important difference between the Process macro and the traditional Sobel (1982) or Baron
9 and Kenny (1986) procedures is that the former does not assume normality for indirect and
10 conditional indirect effects. It instead relies on a bootstrapping technique that explicitly
11 accounts for the potentially asymmetric distributions of these effects, which may deviate
12 from normality (MacKinnon, Lockwood, & Williams 2004).
13
14
15
16
17
18
19

20 To check for the presence of mediation, we assessed the indirect relationship
21 between normative adversity and entrepreneurial intentions through work-related creativity,
22 together with the associated confidence interval (CI), based on the Process macro's Model
23 4. In the first step, we assessed the signs and significance levels of the associated direct
24 paths between normative adversity and work-related creativity and between work-related
25 creativity and entrepreneurial intentions. In the second step, we assessed the presence of
26 moderated mediation by calculating two sets of conditional indirect effects of normative
27 adversity (and the corresponding CIs) at distinct levels of risk tolerance and passion work.
28 As established by the Process macro, these CIs reflect two scenarios, namely, when the
29 moderator is one standard deviation (SD) below and above its mean. Consistent with the
30 proposed theoretical framework, the estimated models included the moderating effects of
31 risk tolerance and passion for work on the relationship between normative adversity and
32 work-related creativity but not between work-related creativity and entrepreneurial
33 intentions (i.e., Model 7 in the Process macro).³
34
35
36
37
38
39
40
41
42
43

44 **Results**

45 Table 1 reports the correlation coefficients and descriptive statistics, and Table 2
46 reports the mediation results obtained from the Process macro. The results for the control
47 variables indicated positive relationships of education level ($\beta = .375, p < .01$) and
48 entrepreneurship education ($\beta = .314, p < .01$) with entrepreneurial intentions. Normative
49
50
51
52
53

54 ³ A post hoc analysis affirmed that risk tolerance and passion for work did not moderate the second
55 relationship.
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
adversity diminished work-related creativity ($\beta = -.154, p < .001$, Hypothesis 1), which in
turn diminished entrepreneurial intentions ($\beta = .226, p < .01$, Hypothesis 2). The formal test
for mediation revealed an effect size of $-.035$ for the indirect relationship between
normative adversity and entrepreneurial intentions through work-related creativity; the CI
did not include 0 $[-.076, -.006]$, which affirmed the presence of mediation (Hypothesis 3).

13 [Insert Tables 1 and 2 about here]

14
15 The Process macro findings, as reported in Table 3, Panel A, indicated a positive,
16 significant effect of the normative adversity \times risk tolerance interaction term ($\beta = .121, p <$
17 $.001$) for predicting work-related creativity, consistent with the expected buffering role of
18 risk tolerance. That is, the negative relationship between normative adversity and work-
19 related creativity was weaker at heightened levels of risk tolerance ($-.323$ at one SD below
20 the mean and $.001$ at one SD above the mean). The CI did not include zero at the lower
21 level of the moderator $[-.434; -.211]$, but the CI included zero at its higher level $[-.108;$
22 $.107]$, which indicates a non-significant effect at this higher level. Figure 2 depicts this
23 interaction effect. The assessment of the presence of moderated mediation included a
24 comparison of the strength of the conditional indirect relationship between normative
25 adversity and entrepreneurial intentions through work-related creativity at different levels
26 of risk tolerance. Table 3 reveals diminishing effect sizes at higher levels of the moderator:
27 from $-.073$ at one SD below the mean, to $.001$ at one SD above the mean. The CI did not
28 include zero at the lower levels of the moderator $[-.136; -.021]$ but did at its higher level
29 $[-.035; .031]$. With a more explicit test of moderated mediation, we assessed the index of
30 moderated mediation and its corresponding CI (Hayes, 2015). This index equalled $.027$, and
31 its CI did *not* include 0 $[-.008, .050]$, in support of Hypothesis 4.
32
33
34
35
36
37
38
39
40
41
42
43

44 [Insert Table 3 and Figure 2 about here].

45
46 However, the findings in Table 3, Panel B, did *not* support Hypothesis 5. That is,
47 we found no significant effect of the normative adversity \times passion for work interaction
48 term ($\beta = .021, ns$) in predicting work-related creativity. The unreported results of the
49 moderated mediation test revealed that each of the CIs for the indirect relationship between
50 normative adversity and entrepreneurial intentions failed to include zero, so the negative
51 indirect relationship was significant across the entire range of passion for work. The index
52
53
54
55
56
57
58
59
60

1
2
3
4 of moderation equalled .005, and the CI of this index included zero ([-.007; .021]). Overall,
5 the empirical results showed that risk tolerance, not passion for work, mitigated the
6 negative indirect relationship between normative adversity and entrepreneurial intentions,
7 through work-related creativity.
8
9
10

11 **Discussion**

12
13 This study contributes to entrepreneurship research by investigating the role that
14 perceived macro-level normative adversity has in predicting the entrepreneurial intentions
15 of employees, with a particular focus on pertinent factors that explain or influence this
16 process. Research that connects unfavourable macro-level influences upon plans for new
17 firm creation (Feola et al., 2019; Kebaili et al., 2017), tends to rely on student samples,
18 rather than employees, and do not address why, or when, they shy away from plans to
19 create a new business related to beliefs about unfavourable societal norms. We have drawn
20 upon COR theory (Hobfoll et al., 2018) to propose that (1) a diminished probability of
21 starting one's own firm in the presence of normative adversity with respect to initiative
22 taking can be explained by an employee's diminished propensity to be creative at work and
23 (2) that risk tolerance, but not passion for work, buffers this effect.
24
25
26
27
28
29
30
31

32 A first theoretical insight that arises from the empirical findings is the importance of
33 work-related behaviours (creativity), as conduits through which employee beliefs about
34 societal norms translate into diminished plans for business creation. Consistent with COR
35 theory, reflections upon broader norms that discourage personal initiative diminish creative
36 efforts at work reflecting employee concerns that such efforts might undermine their
37 workplace status (valuable resource) among organisational leaders (Chiu & Kwan, 2015;
38 Hobfoll, 2001). The link between beliefs about societal norms and workplace behaviour
39 reflects the premise that employees believe that organisational leader opinion, regarding
40 what constitutes acceptable behaviour, mirror those of society at large (Elenkov & Manev,
41 2005). This premise should be valid in many settings, but perhaps even more so in
42 organisations whose leaders are expected to support the common good (e.g. government),
43 as well as in collectivistic countries in which shared beliefs about what is acceptable spill
44 over into the workplace (Hofstede et al., 2010). As this study reveals, employees who
45 decide not to act entrepreneurially at work, indicated by their limited creativity in the work
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 setting, responding to the limited normative support for enterprising efforts, ultimately are
5 less well positioned to consider an entrepreneurial career. Thus, we contribute to extant
6 research on entrepreneurial inaction (Wood et al., 2017) by specifying an underexplored
7 source and manifestation of such inaction in the context of paid employment regarding
8 employee beliefs about unfavourable macro-level norms, and their subsequent reluctance to
9 develop new solutions to work place problems.
10
11
12
13

14
15 A second critical insight notes the intermediate role of work-related entrepreneurial
16 inaction is subdued by risk tolerance; this also aligns with a COR logic. Hesitation about
17 engaging in disruptive activities that contradict prevailing norms about the
18 (in)appropriateness of initiative taking, which may threaten to undermine reputations
19 among organisational authorities, is mitigated if employees can rely on pertinent personal
20 resources to assist in avoiding fears about reputation losses (Hobfoll et al., 2018).
21 Employees who are risk tolerant are less concerned about the negative consequences that
22 their potentially controversial work activities might evoke (Arnesen & Foster, 2016). As
23 such, they are better equipped to avoid a scenario in which beliefs about normative
24 adversity compromise plans to start a business bolstered by a willingness to undertake
25 creative activities at work (Kim & Choi, 2018).
26
27
28
29
30
31
32
33

34 It is significant that identifying the buffering role of risk tolerance complements
35 previous studies regarding the direct beneficial effects of stimulating propensities to
36 embark upon entrepreneurial careers (Bell, 2019; Brandstatter, 2011). That is, we identify
37 how diminished work-related creativity and entrepreneurial intentions, due to unfavourable
38 normative conditions, might be averted by a tolerance for risk; this helps employees cope
39 with their fears under such conditions (Arnesen & Foster, 2016). To the extent that
40 employees are willing to take risks, they are better able to contain concerns about the
41 negative consequences that unsupportive normative conditions may have on their
42 organisational standing, if they engage in creative activities at work. Notably, the lack of
43 evidence of a similar buffering role of passion for work indicates that an employee's
44 cognitive energy, as manifested by risk tolerance, is more important in this process than
45 emotional energy, in the form of passion. As a possible explanation, we posit that our
46 conceptualisation of passion for work might capture the excitement employees feel about
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 their work in general (Baum & Locke, 2004), rather than activities that entail elements of
5 novelty. It would be useful to investigate the role of employee passion for creativity, which
6 might be more effective for diminishing the chances that they resort to self-protective,
7 conservative behaviours at work, in response to adverse societal norms.
8
9
10

11 Finally, we offer novel theoretical insights by bridging different levels. In particular,
12 we connect employee beliefs about expectations that permeate society at large with
13 behavioural actions in the realm of daily organisational work noting how this informs the
14 likelihood that they may consider a career as an entrepreneur. We explicate how a tendency
15 to curtail creative behaviours at work functions as a critical mechanism that links
16 perceptions of adverse normative circumstances to diminished entrepreneurial intentions,
17 with risk tolerance as an effective buffer.
18
19
20
21
22

23 *Limitations and future research*

24

25 This study has some weaknesses that suggest areas for further research. First, the
26 presence of reverse causality cannot be completely excluded, due to the cross-sectional
27 research design. The very process of thinking about starting a new firm might spur
28 employees' creative abilities, which could generate more favourable perceptions about the
29 surrounding environment. Our hypotheses are anchored in the well-established COR
30 framework, according to which resource-depleting normative adversity fuels a desire to
31 avoid potentially disruptive creative activities, which then has a curtailing influence on new
32 business opportunity recognition (Hobfoll & Shirom, 2000). Longitudinal designs that
33 measure the focal constructs at different points in time would be useful, to estimate cross-
34 lagged effects (Antonakis, Bendahan, Jacquart, & Lalive, 2010).⁴ Such research could also
35 assess whether entrepreneurial intentions lead to actual business creation, what motives
36 employees to act and what types of new businesses they form, which in turn might reveal
37 the economic value created for society. A related extension would be to examine how the
38
39
40
41
42
43
44
45
46
47
48

49
50
51
52
53
54
55
56
57
58
59
60
⁴ To get a sense of whether reverse causality might be a concern, we performed a post hoc analysis with the Process macro to estimate two alternative models: (1) a mediation model that links entrepreneurial intentions with normative adversity through work-related creativity and (2) a corresponding moderated mediation model in which the second path is moderated by risk tolerance. The size of the indirect effect in the first model equalled -.024 (cf. a value of -.035 in Table 2), and the index of moderated mediation of the second model equalled .013 (cf. a value of .027 in Table 3). These lower values mitigate concerns about reverse causality to some extent, but longitudinal designs would be needed to address this issue formally.

1
2
3
4 escalation of entrepreneurial inaction in the workplace (diminished creativity) into the
5 avoidance of an entrepreneurial career and actual business creation might be mitigated by
6 pertinent factors such as anticipated regret or proactive personality (Hatak & Snellman,
7 2017; Neneh, 2019).

11 Second, we relied on COR theory to argue that the negative link between normative
12 adversity and work-related creativity can be explained by employee motivation to protect
13 organisational standing (Hobfoll, 2001). Future research could measure this motivation
14 explicitly and test a sequential mediation model that includes the intermediate roles of
15 organisational reputation protection and work-related creativity in translating normative
16 adversity into diminished entrepreneurial intentions. Continued studies also might
17 investigate other behavioural mechanisms, beyond work creativity, such as problem-
18 focused voice (De Clercq & Belausteguigoita, 2017b) or idea championing (Walter,
19 Parboteeah, Riesenhuber, & Hoegl, 2011). An interesting extension might detail the
20 explanatory power of each behaviour, including creativity, and simultaneously assess their
21 roles.

30 Third, we predicted that risk tolerance and passion for work, as personal resources,
31 buffer the escalation of normative adversity into reduced work-related creativity and then
32 diminished entrepreneurial intentions. Future studies could examine other contingent
33 personal resources such as employee resilience (Pérez-López, González-López, &
34 Rodríguez-Ariza, 2016), creative self-efficacy (Tierney & Farmer, 2011) or emotional
35 stability (Beehr, Ragsdale, & Kochert, 2015). Such studies might also consider previous
36 work experience in entrepreneurship or business in general; these were not included in our
37 data collection. Furthermore, other types of resources could subdue the harmful process by
38 which concerns about unsupportive societal norms translate into lower work-related
39 creativity and entrepreneurial intentions, such as the extent to which creative and
40 entrepreneurial endeavours are part of a team effort (Knipfer, Schreiner, Schmid, & Peus,
41 2018) or whether employees can draw from formal institutional support mechanisms
42 provided by universities or government (Saeed, Yousafzai, Yani-de-Soriano, & Muffatto,
43 2015). It would be interesting to compare the relative potency of each alternative buffer, as
44 well as specify the mitigating role of risk tolerance in their presence.

1
2
3
4 Fourth, the empirical context reflects a specific sector (government) and country
5 (UAE). As noted in the theoretical background and context section, our arguments are
6 anchored in COR theory and expected to apply to various settings. Yet, the current study
7 setting is particularly relevant, because the likelihood that beliefs about societal norms spill
8 over into the workplace and influence employees' work behaviours should be higher in
9 organisations in which senior leaders (i.e., government officials) are strongly influenced by
10 broader societal norms, as well as in collectivistic countries. That is, even if we expect that
11 the nature of the hypothesised relationships remains the same their strength might vary
12 across organisations, industries or countries. Comparative studies that test the proposed
13 theoretical framework in diverse organisations, spanning different sectors of the economy,
14 thus would be useful. Such studies also could investigate the relative importance of
15 societal-level normative adversity versus organisation-specific factors, such as size or the
16 extent to which the organisational climate discourages change (Scott & Bruce, 1994) or is
17 unforgiving of mistakes (Guchait, Lanza-Abbott, Madera, & Dawson, 2016). Cross-country
18 comparisons similarly could reveal the roles of pertinent cultural values, such as
19 uncertainty avoidance, that tend to influence employees' sensitivity to societal norms that
20 discourage them from taking initiative (Hofstede et al., 2010).

21 22 23 24 25 26 27 28 29 30 31 32 33 34 *Practical implications*

35 The study findings have important implications for entrepreneurs and societal
36 stakeholders with an interest in boosting start-up activities. When employees are
37 preoccupied by the lack of normative support for initiative taking, they may halt their
38 efforts to find novel solutions to problems, for fear that organisational leaders will criticise
39 these efforts, which ultimately can hamper their ability to detect relevant opportunities for
40 new business creation. These employees also seem unlikely to openly criticise or complain
41 about such societal norms, whether because they worry they might be the only ones with
42 this opinion or because they do not want to gain a reputation as a critic (Chiu & Kwan,
43 2010; Solesvik et al., 2014). Educators and policy makers accordingly should be proactive
44 in identifying fears about negative reactions to novel ideas at work; more broadly, they
45 should actively promote a climate, in organisations and society at large, that encourages
46 enterprising activities. Even if the adverse norms may change only relatively slowly, they
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 can be altered or improved by complementary forces, such as educational programs that
5 expose people to the appeal of creativity and entrepreneurship at an early age (Elert,
6 Andersson, & Wennberg, 2015).
7

8
9 Beyond this general advice to establish societal norms to support initiative taking,
10 this study provides some recommendations for countries in which this goal is unrealistic in
11 the short term. For example, historical patterns and persistent values might create shame-
12 based responses to entrepreneurial failures (Fernández-Serrano & Romero, 2014). To the
13 extent that pertinent educational programs and government initiatives (e.g., tax breaks)
14 diminish risk perceptions, it may be less likely that potential entrepreneurs halt their work-
15 related creative activities, even when faced with these unfavourable societal norms, which
16 should have positive consequences for the likelihood that they ultimately start a business.
17 Even before they enter the job force, entrepreneurship educators should recognise the risks
18 that employees might encounter if they devise new ideas in conflict with prevailing societal
19 expectations (Chiu & Kwon, 2010; Sperber & Linder, 2019). To increase the likelihood that
20 risk-averse employees still generate new solutions, even in the presence of normative
21 adversity, educators could showcase role models with similar risk profiles who have been
22 successful in launching their own businesses, due to their creative efforts at work.
23
24
25
26
27
28
29
30
31
32

33 *Conclusion*

34
35 This article has detailed the process by which employee perceptions of normative
36 adversity with respect to initiative taking may escalate into a diminished propensity to
37 create their own firms, as well as explicated the ramifications of such perceptions for
38 behavioural choices at work. The tendency to avoid creative activities is an important factor
39 that explains this process. In turn, the buffering role of risk tolerance informs entrepreneurs
40 and their stakeholders about a specific means through which they can disrupt the process.
41 With these insights, this study has potential to act as a platform for further investigations of
42 why employees consider entrepreneurial careers, even when they encounter challenges
43 from society at large.
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

References

- Abbas, M., Raja, U., Darr, W., & Bouckennooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management, 40*, 1813–1830.
- Acs, Z. J., Audretsch, D.B., & Lehmann, E.E. (2013). The knowledge spillover theory of entrepreneurship. *Small Business Economics, 41*, 757–774.
- Amabile, T.M. (1996). *Creativity in context*. Boulder, CO: Westview.
- Anderson, J.V. (1992). Weirder than fiction: The reality and myths of creativity. *The Executive, 6*, 40–47.
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *Leadership Quarterly, 21*, 1086–1120.
- Armstrong, J.S., & Overton, T.S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research, 14*, 396–402.
- Arnesen, D.W., & Foster, T.N. (2016). Planning for the known, unknown, and impossible: Responsible risk management to maximize organizational performance. *Journal of Business and Behavioral Sciences, 28*, 40–48.
- Baer, J., & Kaufman, J.C. (2008). Gender differences in creativity. *Journal of Creative Behavior, 42*, 75–105.
- Baron, R.M., & Kenny, D.A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*, 1173–1182.
- Barringer, B., & Ireland, R. (2019). *Entrepreneurship: Successfully Launching New Ventures*. New York: Pearson.
- Baum, J.R., & Locke, E.A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of Applied Psychology, 89*, 587–598.
- Beehr, T.A., Ragsdale, J.M., & Kochert, J.F. (2015). Effects of initial resources on the development of strains during a stressful training situation: Some counterintuitive results. *Journal of Organizational Behavior, 36*, 467–490.
- Bell, R. (2019). Predicting entrepreneurial intention across the university. *Education & Training, 61*, 815–831.

- 1
2
3
4 Biraglia, A., & Kadile, V. (2017). The role of entrepreneurial passion and creativity in
5 developing entrepreneurial intentions: Insights from American homebrewers. *Journal of*
6 *Small Business Management*, 55(1), 170-188.
7
8
9 Borins, S. (2002). Leadership and innovation in the public sector. *Leadership &*
10 *Organization Development Journal*, 23(8), 467-476.
11
12 Brandstatter, H. (2011). Personality aspects of entrepreneurship: A look at five meta-
13 analyses. *Personality and Individual Differences*, 51, 222–230.
14
15 Chiu, C.-Y., & Kwan, L.Y.-Y. (2010). Culture and creativity: A process model.
16 *Management and Organization Review*, 6, 447–461.
17
18 Chua, R.Y.J., Roth, Y., & Lemoine, J. (2015). The impact of culture on creativity: How
19 cultural tightness and cultural distance affect global innovation crowdsourcing work.
20 *Administrative Science Quarterly*, 60, 189–227.
21
22 De Clercq, D., and Belausteguigoitia, I. (2017a). Overcoming the dark side of task conflict:
23 Buffering roles of transformational leadership, tenacity, and passion for work.
24 *European Management Journal*, 35, 78–90.
25
26 De Clercq, D., & Belausteguigoitia, I. (2017b). The usefulness of tenacity in spurring
27 problem-focused voice: The moderating roles of workplace adversity. *Journal of*
28 *Business and Psychology*, 32, 479–493.
29
30 De Clercq, D., & Belausteguigoitia, I. (2019). Coping and laughing in the face of broken
31 promises: Implications for creative behavior. *Personnel Review*, 49, 993–1014.
32
33 De Clercq, D., Honig, B., & Martin, B. (2013). The roles of learning orientation and
34 passion for work in the formation of entrepreneurial intention. *International Small*
35 *Business Journal*, 31, 652–676.
36
37 De Clercq, D., Menzies, T. V., Diochon, M., & Gasse, Y. (2009). Explaining nascent
38 entrepreneurs' goal commitment: An exploratory study. *Journal of Small Business and*
39 *Entrepreneurship*, 22, 123–140.
40
41 Delanoë-Gueguen, S., & Liñán, F. (2019). A longitudinal analysis of the influence of career
42 motivations on entrepreneurial intention and action. *Canadian Journal of*
43 *Administrative Sciences*, 36, 527–543.
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3
4 Dinis, A., do Paço, A., Ferreira, J., Raposo, M., & Gouveia Rodrigues, R. (2013).
5 Psychological characteristics and entrepreneurial intentions among secondary students.
6 *Education & Training, 55*, 763–780.
7
8
9 Elenkov, D.S., & Manev, I.M. (2005). Top management leadership and influence on
10 innovation: The role of sociocultural context. *Journal of Management, 31*, 381-402.
11
12 Elert, N., Andersson, F.W., & Wennberg, K. (2015). The impact of entrepreneurship
13 education in high school on long-term entrepreneurial performance. *Journal of*
14 *Economic Behavior and Organization, 111*, 209-223.
15
16
17 Ephrem, A.N., Namatovu, R., & Basalirwa, E.M. (2019). Perceived social norms,
18 psychological capital and entrepreneurial intention among undergraduate students in
19 Bukavu. *Education & Training, 61*, 963–983.
20
21
22 Feola, R., Vesce, M., Botti, A., & Parente, R. (2019). The determinants of entrepreneurial
23 intention of young researchers: Combining the theory of planned behavior with the
24 triple helix model. *Journal of Small Business Management, 57*, 1424–1443.
25
26
27 Fernández-Serrano, J., & Romero, I. (2014). About the interactive influence of culture and
28 regulatory barriers on entrepreneurial activity. *International Entrepreneurship and*
29 *Management Journal, 10*, 781-802.
30
31
32 Fiske, S.T. (2010). Interpersonal stratification: Status, power, and subordination. In S. T.
33 Fiske, D. Gilbert, & G. Lindzey (Eds.), *Handbook of social psychology*, pp. 941–982.
34 Hoboken, NJ: Wiley.
35
36
37 Guchait, P., Lanza-Abbott, J.A., Madera, J.M., & Dawson, D. (2016). Should organizations
38 be forgiving or unforgiving? A two-study replication of how forgiveness climate in
39 hospitality organizations drives employee attitudes and behaviors. *Cornell Hospitality*
40 *Quarterly, 57*, 379–395
41
42
43 Hanouz, M.D., & Yousef, T. (2007). Assessing competitiveness in the Arab world:
44 Strategies for sustaining the growth momentum. In Arab competitiveness report, World
45 Economic Forum (pp. 3–20). Basingstoke: Palgrave Macmillan.
46
47
48 Hatak, I., & Snellman, K. (2017). The influence of anticipated regret on business start-up
49 behaviour. *International Small Business Journal, 35*, 349–360.
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3
4 Hayes, A.F. (2015). An index and test of linear moderated mediation. *Multivariate*
5 *Behavioral Research*, 50, 1–22.
6
7
8 Hayes, A.F., Montoya, A.K., & Rockwood, N.J. (2017). The analysis of mechanisms and
9 their contingencies: PROCESS versus structural equation modeling. *Australasian*
10 *Marketing Journal*, 25, 76–81.
11
12
13 Ho, V., Wong, S., & Lee, C. (2011). A tale of passion: Linking job passion and cognitive
14 engagement to employee work performance. *Journal of Management Studies*, 48 (1),
15 26–41.
16
17
18 Hobfoll, S.E. (1989). Conservation of resources. A new attempt at conceptualizing stress.
19 *American Psychologist*, 44, 513–524.
20
21
22 Hobfoll, S.E. (2001). The influence of culture, community, and the nested-self in the stress
23 process: Advancing conservation of resource theory. *Applied Psychology: An*
24 *International Review*, 50, 337–369.
25
26
27 Hobfoll, S.E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of
28 resources in the organizational context: The reality of resources and their consequences.
29 *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–
30 128.
31
32
33
34 Hobfoll, S.E., & Shirom, A. (2000). Conservation of resources theory: Applications to
35 stress and management in the workplace. In R.T. Golembiewski (Ed.), *Handbook of*
36 *Organization Behavior* (2nd ed., pp. 57–81). New York: Dekker.
37
38
39 Hofstede, G.H., Hofstede, G.J., & Minkov, M. (2010). Cultures and organizations:
40 Software of the mind. *Intercultural cooperation and its importance for survival* (3rd
41 ed.). New York: McGraw-Hill.
42
43
44 Hon, A.H.Y., Bloom, M., & Crant, J.M. (2014). Overcoming resistance to change and
45 enhancing creative performance. *Journal of Management*, 40, 919–941.
46
47
48 Hormiga, E., Hancock, C., & Valls-Pasola, J. (2013). The relationship between employee
49 propensity to innovate and their decision to create a company. *Management Decision*,
50 51, 938–953.
51
52
53 Imran, M.A., & Khan, A.A. (2019). Dynamics encouraging women towards embracing
54 entrepreneurship. *International Journal of Gender and Entrepreneurship*, 11, 379–389.
55
56
57
58
59
60

- 1
2
3
4 Jabeen, F., Mohd, N. F., & Katsioloudes, M. I. (2017). Entrepreneurial mindset and the role
5 of universities as strategic drivers of entrepreneurship. *Journal of Small Business and*
6 *Enterprise Development*, 24, 136–157.
7
8
9 Jiao, H., Alon, I., & Cui, Y. (2011). Environmental dynamism, innovation, and dynamic
10 capabilities: The case of China. *Journal of Enterprising Communities*, 5, 131–144.
11
12 Karimi, S., Biemans, H.J.A., Lans, T., Chizari, M., & Mulder, M. (2016). The impact of
13 entrepreneurship education: A study of Iranian students' entrepreneurial intentions and
14 opportunity identification. *Journal of Small Business Management*, 54, 187–209.
15
16
17 Kebaili, B., Al-Subyae, S.S., & Al-Qahtani, F. (2017). Barriers of entrepreneurial intention
18 among Qatari male students. *Journal of Small Business and Enterprise Development*,
19 24, 833-849.
20
21
22
23 Kickul, J., Gundry, L. K., Barbosa, S. D., & Whitcanack, L. (2009). Intuition versus
24 analysis? Testing differential models of cognitive style on entrepreneurial self-efficacy
25 and the new venture creation process. *Entrepreneurship Theory and Practice*, 33, 439–
26 453.
27
28
29
30 Kim, M.J., & Choi, J.N. (2018). Group identity and positive deviance in work groups.
31 *Journal of Social Psychology*, 158, 730–743.
32
33
34 Kim, T.-Y., Hon, A.H., & Crant, J.M. (2009). Proactive personality, employee creativity,
35 and newcomer outcomes: A longitudinal study. *Journal of Business and Psychology*,
36 24(1), 93–103.
37
38
39 Klaukien, A., Shepherd, D.A., & Patzelt, H. (2013), Passion for work, nonwork-related
40 excitement, and innovation managers' decision to exploit new product opportunities.
41 *Journal of Product Innovation Management*, 30 (4), 574–588.
42
43
44 Knipfer, K., Schreiner, E., Schmid, E., & Peus, C. (2018). The performance of pre-
45 founding entrepreneurial teams: The importance of learning and leadership. *Applied*
46 *Psychology: An International Review*, 67, 401–427.
47
48
49 Lee, L., Wong, P.K., Foo, M.D., & Leung, A. (2011). Entrepreneurial intentions: The
50 influence of organizational and individual factors. *Journal of Business Venturing*, 26,
51 124–136.
52
53
54
55
56
57
58
59
60

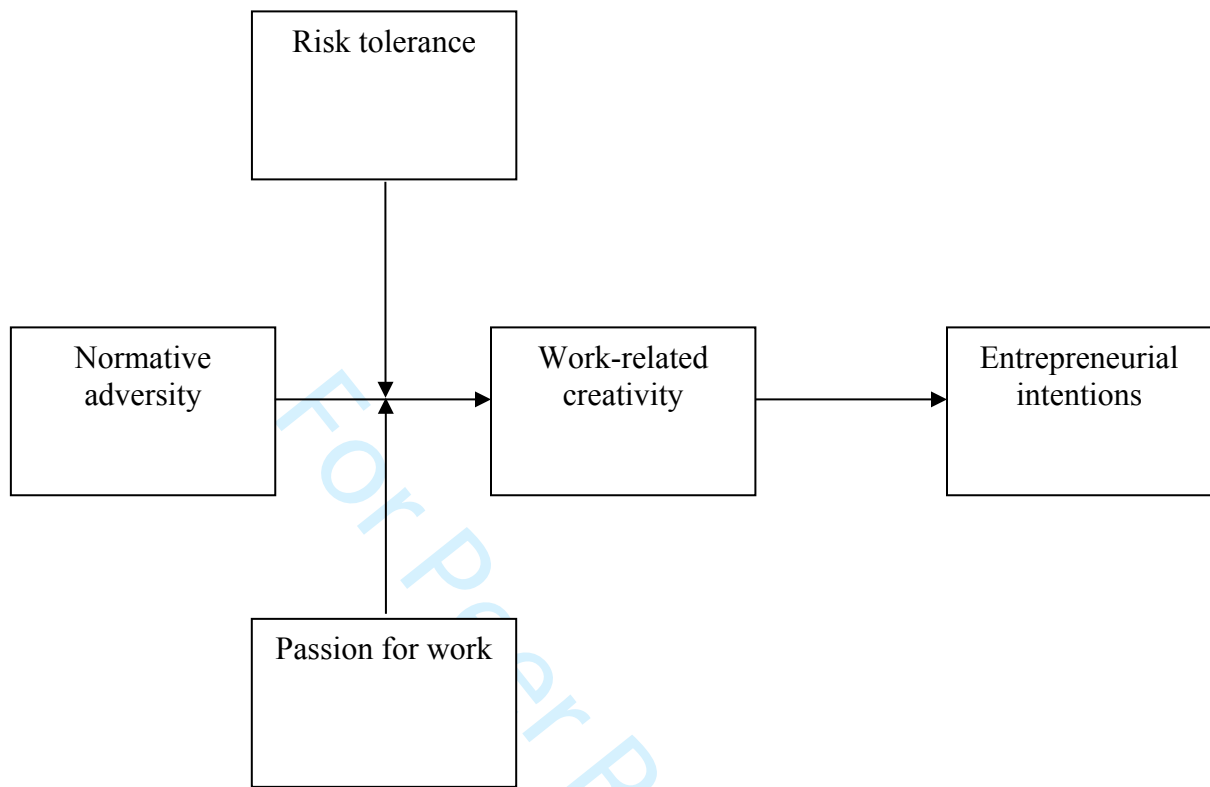
- 1
2
3
4 Liu, C., Liu, X., & Geng, Z. (2013). Emotional labor strategies and service performance:
5 The mediating role of employee creativity. *Journal of Applied Business Research*, 29,
6 1583–1596.
7
8
9 MacKinnon, D.P., Lockwood, C.M., & Williams, J. (2004). Confidence limits for the
10 indirect effect: Distribution of the product and resampling methods. *Multivariate*
11 *Behavioral Research*, 39, 99–128.
12
13 Maimone, F., & Sinclair, M. (2014). Dancing in the dark: Creativity, knowledge creation
14 and (emergent) organizational change. *Journal of Organizational Change Management*,
15 27(2), 344–361.
16
17
18 Mansour, A. M. E. (2008). The impact of privatization on United Arab Emirates federal
19 public sector. *International Public Management Review*, 9, 66–89.
20
21
22 Mishra, R., & Shukla, A. (2012). Impact of creativity on role stressors, job satisfaction and
23 organisational commitment. *Journal of Organisation and Human Behaviour*, 1, 18–26.
24
25
26 Mmobuosi, I.B. (1988). Problems of creativity and organisational change: The experiences
27 of some chief executives. *Leadership & Organization Development Journal*, 9, 23–31.
28
29
30 Moussa, M., McMurray, A., & Muenjohn, N. (2018). A conceptual framework of the
31 factors influencing innovation in public sector organizations. *The Journal of*
32 *Developing Areas*, 52, 231–240.
33
34
35 Neneh, B.N. (2019). From entrepreneurial intentions to behavior: The role of anticipated
36 regret and proactive personality. *Journal of Vocational Behavior*, 112, 311–324.
37
38
39 Oldham, G.R., & Cummings, A. (1996). Employee creativity: Personal and contextual
40 factors at work. *Academy of Management Journal*, 39, 607–634.
41
42
43 Oltra, V., & Vivas-López, S. (2013). Boosting organizational learning through team-based
44 talent management: what is the evidence from large Spanish firms? *International*
45 *Journal of Human Resource Management*, 24, 1853–1871.
46
47
48 Parasuraman, S., & Simmers, C.A. (2001). Type of employment, work-family conflict and
49 well-being. A comparative study. *Journal of Organizational Behavior*, 22, 551–568.
50
51
52 Pérez-López, M.C., González-López, M.J., & Rodríguez-Ariza, L. (2016). Competencies
53 for entrepreneurship as a career option in a challenging employment environment.
54 *Career Development International*, 21, 214–229.
55
56
57
58
59
60

- 1
2
3
4 Preacher, K.J., Rucker, D.D., and Hayes, A.F. (2007). Assessing moderated mediation
5 hypotheses: Theory, methods, and prescriptions, *Multivariate Behavioral Research*, 42,
6 185–227.
7
8
9 Prottas, D.J., & Thompson, C.A. (2006). Stress, satisfaction, and the work-family interface:
10 a comparison of self-employed business owners, independents, and organizational
11 employees. *Journal of Occupational Health Psychology*, 11, 366–378.
12
13 Reynolds, P., Bosma, N., Autio, E., Hunt, S., De Bono, N., et al. (2005). Global
14 entrepreneurship monitor: Data collection design and implementation 1998-2003. *Small*
15 *Business Economics*, 24, 205-231.
16
17
18 Ryan, R.M., & Deci, E.L. (2000). The darker and brighter sides of human existence: Basic
19 psychological needs as a unifying concept. *Psychological Inquiry*, 11, 319–338.
20
21
22 Saeed, S., Yousafzai, S.Y., Yani-de-Soriano, M., & Muffatto, M. (2015). The role of
23 perceived university support in the formation of students' entrepreneurial intention.
24 *Journal of Small Business Management*, 53, 1127–1145.
25
26
27 Schillo, R.S., Persaud, A., & Jin, M. (2016). Entrepreneurial readiness in the context of
28 national systems of entrepreneurship. *Small Business Economics*, 46, 619–637.
29
30
31 Scott, S.G., & Bruce, R.A. (1994). Determinants of innovative behavior: A path model of
32 individual innovation in the workplace. *Academy of Management Journal*, 37, 580–607.
33
34
35 Siu, W., & Lo, E.S. (2013). Cultural contingency in the cognitive model of entrepreneurial
36 intention. *Entrepreneurship Theory and Practice*, 37, 147–173.
37
38
39 Skiba, T., & Wildman, J. L. (2019). Uncertainty reducer, exchange deepener, or self-
40 determination enhancer? Feeling trust versus feeling trusted in supervisor-subordinate
41 relationships. *Journal of Business and Psychology*, 34, 219–235.
42
43
44 Sobel, M.E. (1982). Asymptotic confidence intervals for indirect effects in structural
45 equation models. In *Sociological Methodology*, S. Leinhardt, ed. Washington, DC:
46 American Sociological Association, 290–312.
47
48
49 Solesvik, M., Westhead, P., & Matlay, H. (2014). Cultural factors and entrepreneurial
50 intention. *Education & Training*, 56, 680–696.
51
52
53 Spector, P.E. (2006). Method variance in organizational research: Truth or urban legend?
54 *Organizational Research Methods*, 9, 221–232.
55
56
57
58
59
60

- 1
2
3
4 Sperber, S., & Linder, C. (2019). Gender-specifics in start-up strategies and the role of the
5 entrepreneurial ecosystem. *Small Business Economics*, 53, 533–546.
- 6
7 Sutton, R. I., and Hargadon, A. (1996). Brainstorming groups in context: Effectiveness in a
8 product design firm. *Administrative Science Quarterly*, 685–718.
- 9
10
11 Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative
12 performance over time. *Journal of Applied Psychology*, 96, 277–293.
- 13
14
15 Tipu, S.A.A., & Ryan, J.C. (2016). Predicting entrepreneurial intentions from work values:
16 Implications for stimulating entrepreneurship in UAE national youth. *Management*
17 *Decision*, 54, 610-629.
- 18
19
20 Traikova, D., Manolova, T. S., Möllers, J., & Buchenrieder, G. (2017). Corruption
21 perceptions and entrepreneurial intentions in a transitional context: The case of rural
22 Bulgaria. *Journal of Developmental Entrepreneurship*, 22, 223–240.
- 23
24
25 Vallerand, R.J., Blanchard, C., Mageau, G.A., Koestner, R., Ratelle, C., Leonard, M.,
26 Gagne, M., & Marsolais, J. (2003), Les passions de l'âme: On obsessive and
27 harmonious passion. *Journal of Personality and Social Psychology*, 85 (4), 756–767.
- 28
29
30 Van Dijk, R., & Van Dick, R. (2009). Navigating organizational change: Change leaders,
31 employee resistance and work-based identities. *Journal of Change Management*, 9(2),
32 143–163.
- 33
34
35 Van Wart, M. (2013). Administrative leadership theory: A reassessment after 10
36 years. *Public Administration*, 91, 521–543.
- 37
38
39 Walter, A., Parboteeah, K.P., Riesenhuber, F., & Hoegl, M. (2011). Championship
40 behaviors and innovations success: An empirical investigation of university spin-offs.
41 *Journal of Product Innovation Management*, 28, 586–598.
- 42
43
44 Wang, Q., Bowling, N.A., Qi-tao, T., Alarcon, G.M., & Ho, K.K. (2018). Workplace
45 harassment intensity and revenge: Mediation and moderation effects. *Journal of*
46 *Business Ethics*, 151, 213–234.
- 47
48
49 Wilkins, S. (2001). International briefing 9: Training and development in the United Arab
50 Emirates. *International Journal of Training and Development*, 5, 53–165.
- 51
52
53
54
55
56
57
58
59
60

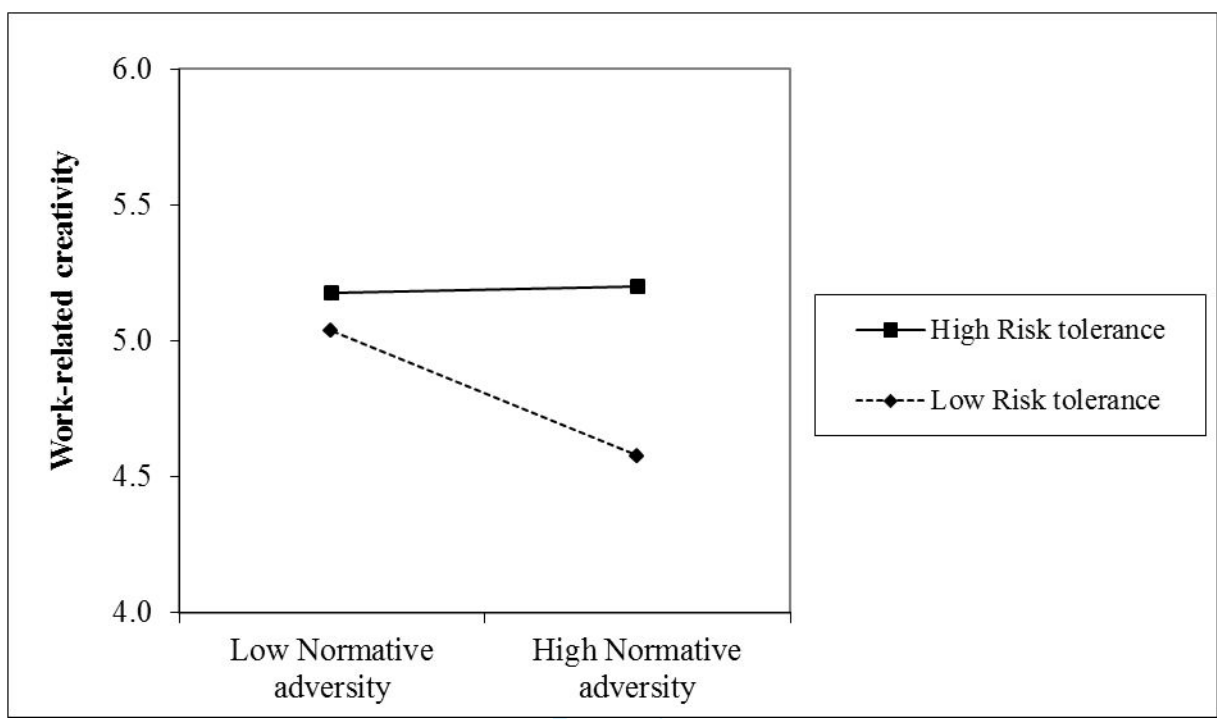
- 1
2
3
4 Wood, M.S., Williams, D.W., & Drover, W. (2017). Past as prologue: Entrepreneurial
5 inaction decisions and subsequent action judgments. *Journal of Business Venturing*, 32,
6 107–127.
7
8
9 Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of
10 performance and image outcome expectations. *Academy of Management Journal*, 53(2),
11 323–342.
12
13
14 Zhao, H., Seibert, S. E., & Hills, G. E. (2005). The mediating role of self-efficacy in the
15 development of entrepreneurial intentions. *Journal of Applied Psychology*, 90, 1265–
16 1272.
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3
4 **Figure 1:** Conceptual model
5
6



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Figure 2: Moderating effect of risk tolerance on the relationship between normative adversity and work-related creativity



Review

Table 1: Correlation table and descriptive statistics

	1	2	3	4	5	6	7	8	9	10	11	12
1. Normative adversity												
2. Work-related creativity	-.527**											
3. Entrepreneurial intentions	-.526**	.491**										
4. Risk tolerance	-.489**	.533**	.540**									
5. Passion for work	-.566**	.624**	.439**	.538**								
6. Gender (1=female)	.001	-.042	-.096	-.185**	-.008							
7. Age	.040	-.006	-.124*	-.161**	.040	.022						
8. Education level	-.027	.047	.148**	.003	.087	-.042	.176**					
9. Monthly income	-.106	.055	.017	-.003	-.011	.006	.512**	.222**				
10. Entrepreneurship education	.078	.002	.111*	.006	.007	-.025	-.041	.130*	-.098			
11. Organisation: economic development	-.218**	.094	.073	.044	.009	-.003	.159**	.035	.510**	.043		
12. Organisation: education	.286**	-.179**	-.207**	-.217**	-.125*	.102	-.040	-.117*	-.336**	-.005	-.600**	
Mean	3.380	4.749	4.070	4.398	5.149	.649	3.570	2.104	2.715	1.475	.367	.383
Standard deviation	1.523	1.286	1.637	1.276	1.427	.478	1.613	.539	1.523	.604	.483	.487

Note: N = 316.

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

Table 2. Mediation results (Process macro)

	Work-related creativity	Entrepreneurial intentions		
Gender (1 = female)	.014	-.080		
Age	.006	-.085		
Education level	-.007	.375**		
Monthly income	.021	.015		
Entrepreneurship education	.030	.314**		
Organisation: economic development ^a	.059	-.163		
Organisation: education	-.018	-.137		
Normative adversity	-.154***	-.322***		
Risk tolerance	.232***	.353***		
Passion for work	.358***	-.003		
Work-related creativity		.226**		
	R ²	.470		
	Effect size	Bootstrap SE	LLCI	ULCI
Indirect effect	-.035	.018	-.076	-.006

Notes: n = 316; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

^a Municipal services serves is the base category.

* $p < .05$; ** $p < .01$; *** $p < .001$.

Table 3. Moderated mediation results (Process macro)

Panel A: Moderation by risk tolerance				
	Work-related creativity		Entrepreneurial intentions	
Gender (1 = female)		.060		-.080
Age		-.003		-.085
Education level		.024		.375**
Monthly income		.003		.015
Entrepreneurship education		.064		.314**
Organisation: economic development ^a		.102		-.163
Organisation: education		.014		-.137
Normative adversity		-.685***		-.322***
Risk tolerance		-.202*		.353***
Passion for work		.283***		-.003
Normative adversity × Risk tolerance		.121***		
Work-related creativity				.226**
	R ²	.509		.441
Conditional <i>direct</i> effect of normative adversity on work-related creativity				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	-.323	.057	-.434	-.211
+1SD	.001	.055	-.108	.107
Conditional <i>indirect</i> effect of normative adversity on entrepreneurial intentions				
-1 SD	-.073	.030	-.136	-.021
+1SD	.001	.016	-.035	.031
Index of moderated mediation	.027	.011	.008	.050
Panel B: Moderation by passion for work				
	Work-related creativity		Entrepreneurial intentions	
Gender (1 = female)		.018		-.080
Age		.003		-.085
Education level		-.006		.375**
Monthly income		.016		.015
Entrepreneurship education		.041		.314**
Organisation: economic development ^a		.065		-.163
Organisation: education		-.012		-.137
Normative adversity		-.259*		-.322***
Risk tolerance		.223***		.353***
Passion for work		.272*		-.003
Normative adversity × Passion for work		.021		
Work-related creativity				.226**
	R ²	.472		.441

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Notes: n = 316; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval.

^a Municipal services is the base category. * $p < .05$; ** $p < .01$; *** $p < .001$

For Peer Review