

Original Paper

The Determinants of Entrepreneurial Intention among Bank Employees in Lebanon

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Abstract

Despite of measuring the impact of feasibility and desirability separately or jointly on entrepreneurial intention by different scholars; the intention among employees was not measured in Lebanon before and the international studies are almost limited to turnover intention and its impact on the organizations, to job satisfaction and its impact on counterproductive work behavior of employees. Our research aims to exploit the impact of the feasibility, desirability and creativity on the entrepreneurial intention within a new context. Employees' entrepreneurial intention may be affected by different factors. Entrepreneurial intention is found to determine employees' willingness to engage into entrepreneurial behavior in future instead of being employed. The main objective of this study is to understand how perceived desirability, perceived feasibility and creativity affect entrepreneurial intention of bank employees. The primary data of this study was gathered by distributing 101 survey questionnaires to respondents at a prime bank in Lebanon. The Cronbach's Alpha Reliability test which can ensure high reliability result was conducted on every variable. Pearson Correlation Coefficient and Multiple Linear Regression Analysis were conducted in this study to observe independent variables (i.e., desirability, feasibility & creativity). All variables have significant relationship with entrepreneurial intention.

The discussion of the findings, implications of study, limitations and recommendations for future research are discussed in the end of the study.

Keywords

Entrepreneurship, entrepreneurial intention, perceived feasibility, perceived desirability, creativity and bank employee

1. Introduction

1.1 Research Background

Entrepreneurship can play important role as a catalyst to achieve economic and social development objectives, including growth, innovation, employment, and equity. Entrepreneurship can manifest within an economy in a number of ways, and it includes both formal and informal economic activities for the purposes of creating wealth.

As a result, understanding an individual's intention could help in forecasting whether a behavior will be performed or otherwise. Without intention, individual might not even have the thought to consider entrepreneurship as their career choice and they might end up with unemployed or being employed.

More information should be explored on the antecedents of entrepreneurial intention among bank employees since intention is the precedents of increasing entrepreneurs. Thus, this has prompted the researcher to examine the entrepreneurial intention among bank employees.

1.2 Problem Statement & Research Questions

The financial laws and BDL regulations, the bank hard work circumstances affect the employees' satisfaction and increase employees' turnover. In curbing the issue, these employees can choose to be self-employed. Many bank employees do possess or acquired the knowledge and skill that are important for starting-up own business, however, only a tiny percentage of bank employees choose to be self-employed. There may also be others who are potential entrepreneurs but are not properly aware of the career options that are open to them. As becoming entrepreneur can be one of the options; their intention on becoming self-employed had prompted researchers to investigate particularly on the influence of entrepreneurial characteristics and entrepreneurial intention among employees towards entrepreneurial activities.

The study seeks to answer several questions as shown below to address the researching issues:

- 1) To what extent is the entrepreneurial intention of bank employees?
- 2) What are the antecedents of entrepreneurial intention among bank employees?

2. Literature Review

2.1 SME and Entrepreneurial Profile in Lebanon

SMEs and entrepreneurship are the foundational drivers for the creation of economic value, source of innovation, employment and wealth generation across the globe. However, the role of SMEs is greater in developing countries. In Lebanon, over 90% of enterprises currently active in the economy can be categorized as SMEs. SMEs and entrepreneurs in Lebanon operate in a complex environment of interrelated elements. These elements impact the ease and speed at which new ventures can be established and transformed into sustainable and competitive businesses. Lebanon is considered a forming ground of entrepreneurs in the Middle-Eastern region. The country carries a high rate of early-stage entrepreneurial activity that reaches 15 percent of the working-age population, which may be attributed to Lebanon's tradition of liberalism and private sector domination.

In Lebanon there are many SMEs with heterogeneous characteristics that create widespread opportunities of employment, and are the main motive for domestic economic growth and social stability (Jamali, 2009). The study conducted by Inventis (2014) demonstrated that Lebanon possesses the right elements for success, including: educated entrepreneurs that seek to monetize opportunities; a mature financial industry with global members; talent with multinational experience; unique capabilities that historically allowed Lebanon to surpass expectations in the global economy. However, Lebanon still faces several challenges that impede reaping the full benefit of SMEs.

2.2 Entrepreneurial Intention

Entrepreneurial intention is defined as willingness of individuals to perform entrepreneurial behavior, to engage in entrepreneurial action, to be self-employed, or to establish new business (Dell, 2008; Dhose & Walter, 2010). Entrepreneurial intention refers to a conscious state of mind that directs a person's attention to fulfilling the goal of venture creation, developing new business concept or creating new value within existing firms (Bird, 1988). It is an important factor in facilitating towards new venture establishment and has significant impact on the firms' venture success, survival and growth. According to Fayolle and Gaily (2009), the intention is the cognitive demonstration of the will of a person to exercise a behavior. It is considered as a good proxy of strategic and controllable human

behavior.

Understanding the factors that drive entrepreneurial intention in bank employees is paramount in this effort. Traditionally, researchers have focused heavily on the role that an individual's attitude towards entrepreneurship, perceived social norms and self-efficacy plays in influencing the intention to become an entrepreneur (Krueger et al., 2000). Scholars have highlighted the dynamic interaction between the individual and the environment in explaining entrepreneurial behaviour (Shane & Venkataraman, 2000). According to Ajzen (1991:439), intention is the immediate antecedent of behavior. He claimed that behavior is not performed mindlessly but follows reasonably and consistently from the behavior-relevant information and behavior reinforced by rewarding events and weakened by pushing events. According to Krueger (2007) intention serves as mediating factor between entrepreneurial action and potential exogenous influence (traits, demographics, skills, social, cultural and financial support). According to Saleh L. (2011), Entrepreneurial intention models have largely ignored the link between creativity and entrepreneurial intention. Creativity has long been identified as a major component of entrepreneurship. Therefore, Amabile (1996) highlights the link between creativity—that is, the generation of novel and useful ideas—and entrepreneurship. Thus, the more creative individuals are, the more likely they are to engage in entrepreneurship (Hamidi et al., 2008). Creativity can also influence the degree and type of novelty that entrepreneurs introduce to the economy, promoting innovative entrepreneurship (Koellinger, 2008).

3. Methodology

3.1 Conceptual Framework

Shapero (1982) states that desirability, feasibility and a propensity to act are the major question directing a person's entrepreneurial intention. Several researchers (Krueger et al., 1994; Fitzsimmons & Douglas, 2011) have also tested the impact of perceived feasibility and desirability on self-employment intentions. Saleh L. (2011) found entrepreneurial intentions to be positively related to both perceived feasibility and perceived desirability.

Schumpeter (1934) described entrepreneurship as an act of creativity. Entrepreneurship is associated with creativity and it seems hard to discuss entrepreneurship while creativity being excluded. If creativity focuses on novel valuable things then entrepreneurship also involves the creation of novelty and value to customers and the business owner a (Mathews, 2007). Despite the close match of entrepreneurship and creativity, little research analyses the impact of creativity on entrepreneurial intention. The question is, is it possible that creativity impacts ones entrepreneurial intention and can be used as criterion to identify potential entrepreneurs? Hills (1988) suggests that creativity plays a key role in the entrepreneurial process. Creativity is a broad concept that has received different meanings in diverse fields. Ames and Runco (2005) note that entrepreneurs have unusual and novel ideas. Thus, creativity has direct impact on entrepreneurial desirability; a precursor to entrepreneurial intention (Zampetakis, et al., 2006; Berglund et al., 2008).

In our research we will examine two independent variables from Shapero & Sokol (1982) -perceived desirability, perceived feasibility- in addition to creativity and its relation with the entrepreneurial intention. The model below guides the premise of this research study:

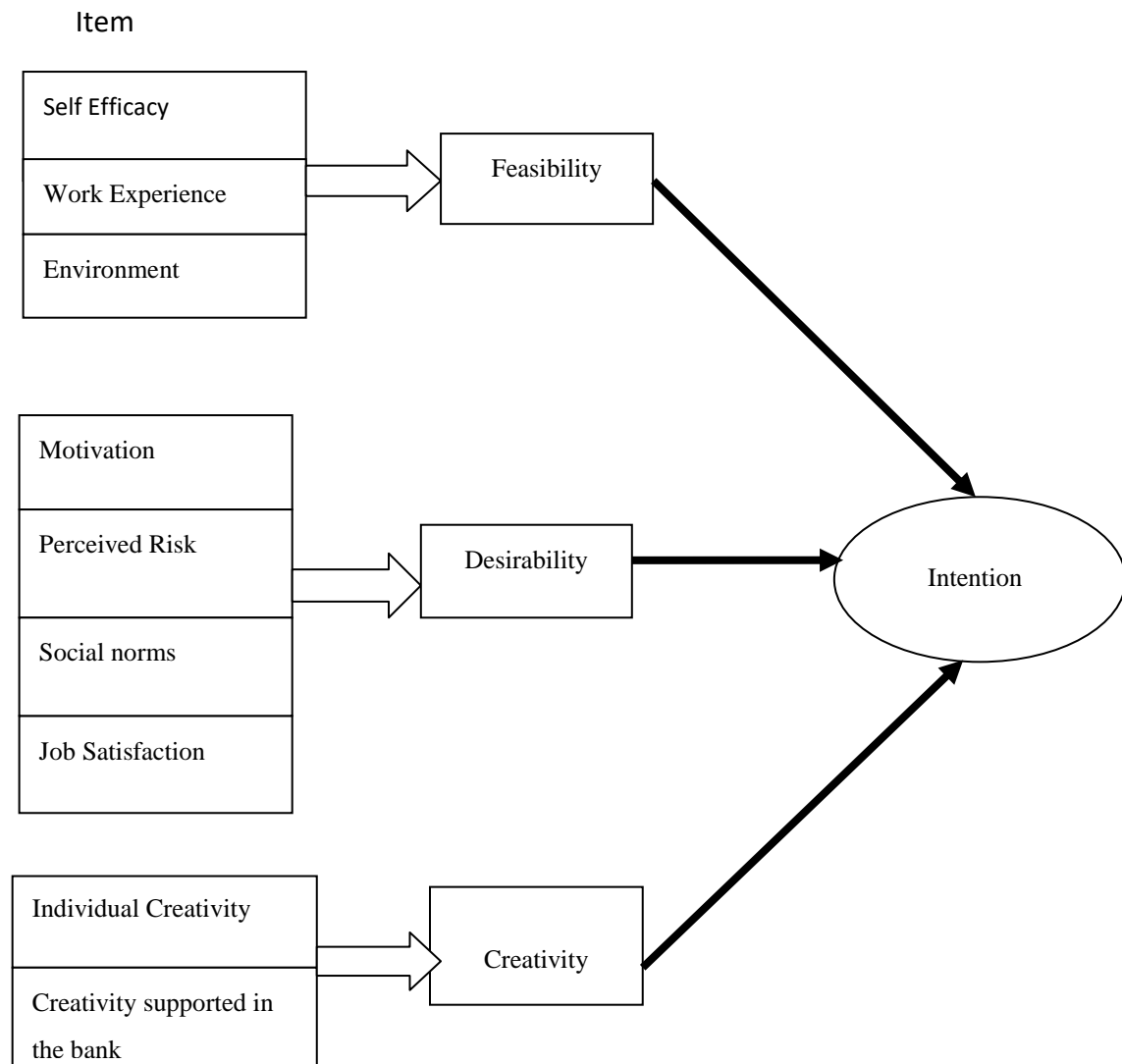


Figure 1. Research Framework

3.2 Hypotheses Statements

The researcher insinuated four principal hypotheses to this research. The hypothesis statements were as follows:

The focus is to study the relationships presented in the research model, and to verify the proposed hypotheses. The main assumptions are presented below:

H1: There is significant relationship between perceived feasibility and Entrepreneurial intention.

H1.1: There is significant relationship between self-efficacy and perceived feasibility

H1.2: There is significant relationship between prior experience and perceived feasibility

H1.3: There is significant relationship between environment and perceived feasibility

H2: There is significant relationship between perceived desirability and Entrepreneurial intention.

H2.1: There is significant relationship between motivation and perceived desirability

H2.2: There is significant relationship between perceived risk and perceived desirability

H2.3: There is significant relationship between social norms and perceived desirability

H2.4: There is significant relationship between job satisfaction and perceived desirability

H3: There is significant relationship between creativity and Entrepreneurial intention.

H3.1: There is significant relationship between individual creativity and creativity

H3.2: There is significant relationship between corporate creativity (creativity supported in the bank) and creativity

3.3 The Research Instrument

3.3.1 The Questionnaire Design

The questionnaire started with specific questions pertaining to the variables of the study. The items in the questionnaire for each variable were based on a sufficient literature review of various studies. The second section of the questionnaire is related to the employees' profile. The profile section identified the employee's gender, major of study, age, marital status and the number of kids, if any. For the dependent variable, entrepreneurial intention, the questionnaire contained two items (i.e., Intention to create enterprise & preferred sector to create an enterprise). For the first independent variable, perceived feasibility, the questionnaire contained three items (i.e., entrepreneurial experience, feasibility of creation a new venture & comfortable feeling to create an enterprise from A to Z). Perceived desirability was the second independent variable and has three items (i.e., Entrepreneurial experience, Attractiveness of creation of enterprise and desire to create an enterprise). Creativity, the third independent variable, contained eight items (i.e., Respondent creativity level, trying of novel things, thinking of diff useful ideas, Bank's creativity, Bank's creativity procedures, Bank's creativity through adoption of more than one solution, Examination of old problems in new ways & Bank's encouragement to employees to produce new ideas).

The determinants of the various independent variables contained items (i.e., motivation (6 items), perceived risk (6 items), social norms (5 items), role mode (2 items), perceived competencies (8 items), environment & economic (7 items) and satisfaction and culture one item for each)

3.3.2 Data Collection and Administration of the Questionnaire

A self-administered questionnaire was created on, and was distributed by hand to the employees or by business email link. Total 120 questionnaires were distributed to the employees. After deducting 19 invalid questionnaires, total of 101 valid ones were retrieved.

4. Empirical Results and Their Discussions

4.1 Descriptive Analysis

4.1.1 Gender of Respondents

The sample population contained both genders; the males represented 58.4% of the respondents and 41.60 % were females. The bank industry required the presence of both genders for essential different reasons mainly diversity and marketing purposes. The percentage reflects the intention of the bank to hire female employees almost as much as males.

4.1.2 Age of Respondents

The majority of the respondents were young employees; the sample population contained 75.2% of respondent employees less than 40, 18.8% between the age of 41 and 50, and 5.9 % of employees over the age of 50. This sample refers that the majority of the bank employees are young. Also it is worth to note that the researcher targeted departments and branches managers and employees the middle and top managers were excluded.

4.1.3 Matrimonial Status of Respondents

The matrimonial status of the sample population shows that, 29% were single and 71% were married. This is consistent with the finding that the bank employees in the country have special privileges over

their peers in the private sector and somehow in the public sector.

4.1.4 Entrepreneurial Intention

The 101 respondents answered the question about their intention to create an enterprise, the results shows that 84% having the desire of being entrepreneur, only 8% don't have the intention while 9% don't know if they are willing or not. The percentage may be considered high relevant to their being employees in the major business sector in town and also at one of the top banks in Lebanon. The interpretation of the other factors that will follow in the coming paragraphs will serve to have a better interpretation of this result.

4.1.5 Entrepreneurial Preferred Sector

The questionnaire appraised the business sector that the targeted employees prefer to join their business, the majority was in favor of the services sector with 55.4% of the results followed by the industrial sector with 12.9% similar to the percentage of those who don't have an idea about their preferred sector, agriculture and artisan have 5% each and finally other types of business reached 9%. The result reflects the consistency of the employees with their current type of business. The bulk of the employees have an intention to create their own business in the field of services.

4.1.6 Banking Years of Experience

The results indicate that 49.5% of the respondents have above ten years of experience in banking, 44.6% for the employees employed between 2 to 10 years; only 5.9% have up to 2 years of experience. The turnover rate is relatively low in Lebanese banking sector, even though the employees have an entrepreneurial intention, about 50% of them are serving the company for more than ten years, and the banking sector is very attractive; it is characterized by stability, promotions and potential improvement of employees.

4.1.7 Statistical Prediction of Entrepreneurial Intention

The table below shows the frequency and percentages pertaining to the determinants of the variables and the variables subject of this study.

Table 1. Entrepreneurial Intention Indicators of the Research Sample

Variable	Classification	Frequency	Percentage
Intention	Have Intention	84	83.2%
	Neutral	9	8.9%
	Don't have intention	8	7.9%
Entrepreneurial preferred sector	Industries	13	12.9%
	Services	56	55.4%
	Agriculture	5	5%
	craft	5	5%
	Others	9	8.9%
	No preference	13	12.9%

	Below 2	6	5.9%
Banking years of experience	Between 2 to 10	45	44.6%
	Above 10 years	50	49.5%
Attitude towards entrepreneur	Respect	64	63.4%
	Undecided	23	22.8%
	Not respected	14	13.9%
Employee satisfaction	Satisfied	18	17.8%
	Unsatisfied	83	82.2%
Role model	Have	35	34.7%
	Don't have role model	66	65.3%
	Father	10	9.9%
	Mother	1	1.0%
Related entrepreneur	Client	17	16.8%
	Friend	7	6.9%
	Don't have	66	65.3%

4.2 Regression Analysis

Regression analysis was employed to examine the relationships, based on the existence of practical significance, by the value of R and Adjusted R², the (p) value, and the Beta (B) coefficient.

4.2.1 Linear Regression Analysis of H1

The linear regression test shows that the predictor variable “perceived feasibility” has a positive correlation towards entrepreneurial intention which indicates that the higher the feasibility perception, the higher the entrepreneurial intention. The strength of this relationship was revealed in the R coefficient, R coefficient value was 78%. The adjusted R² had a high score of 0.601. This result indicated that 60.1% of the total variability in entrepreneurial intention (dependent variable) was explained by perceived feasibility (independent variable). Researcher has obtained p-value $0.000 < 0.05$ which means that there is a significant relationship between perceived feasibility and entrepreneurial intention. It indicates that the bank employees prefer to or having the intention of being self-employed. The results indicated a positive B coefficient for the independent variable perceived feasibility, meaning that perceived feasibility has a positive impact on entrepreneurial intention. Shapero and Sokol (1982) recognized perceived feasibility as an important element in forming an entrepreneurial intention. Shapero defined the perceived feasibility as the extent to which an individual feels himself capable of establishing a venture (Krueger et al., 2000). This result agrees the findings of Bandura (1977, 1986); Wang et al. (2011); Boyd and Vozikis, (1994); Krueger and Brazeal (1994); Kuehn (2008) and Shane (2003) who identified a positive impact of perceived feasibility on

entrepreneurial intention. Intention. In addition, Segal et al. (2007) states that students with higher entrepreneurial self-efficacy, the antecedent of feasibility had higher intentions to become entrepreneur. The respondents in this study displayed high levels of perceived feasibility; the intention to create a venture was significant. Therefore, Hypothesis 1 was accepted.

Table 2. Results of Linear Regression for Hypothesis 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	0.609	0.601	0.37268

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.2	0.093		2.147	0.034
Feasibility of creation Entr	0.637	0.09	0.627	7.066	0
comfortable_to_make_enterprise	0.168	0.075	0.199	2.244	0.027

4.2.1.1 Prior Experience

H1.1: There is a significant relationship between prior experience and perceived feasibility.

The regression analysis test shows a very weak correlation between prior work experience and perceived feasibility. The R coefficient value is 19.5% reflects this weak relation, also adjusted R² has a non significant score of 0.028. This means that only 2.8% of the variability of the perceived feasibility is determined by the prior work experience. The relation between the two variables is slightly significant being $0.051 > 0.05$. Thus, the unstandardized coefficient is 42.9%, this means that when the prior experience is longer this will positively affect the perceived feasibility. The above results tend to reject the hypothesis and indicate that the prior work experience doesn't have a significant effect on the perceived feasibility.

4.2.1.2 Self Efficacy

H1.2: There is a significant relationship between self-efficacy and perceived feasibility.

Self-efficacy is composed of items based on an individual's entrepreneurial capabilities. It is related to the individual's stable belief that he is able to perform under different circumstances and changing environment. Self-efficacy increases the level of entrepreneurial intention as entrepreneurship entails risks and uncertainties (Boyd & Vozikis, 1994). The item pertained to the perceived ease of putting up and growing a business. It suggests that having confidence on performing all the activities related to entrepreneurship influences one's entrepreneurial intention.

The regression test demonstrates that self-efficacy has a positive correlation towards perceived feasibility which indicates that the higher the self-efficacy, the higher the perceived feasibility. The strength of this relationship was revealed in the R coefficient valued at 63.1%. The adjusted R² had an acceptable score of 0.346. This result indicated that 34.6% of the total variability in perceived feasibility is explained by self-efficacy. The p-value is $0.000 < 0.05$ which means that there is a

significant relationship between self-efficacy and perceived feasibility. Thus, Self-efficacy is a critical antecedent to the perception of feasibility of the creation of new ventures (Bandura, 1986; Ajzen, 1987; Shapero, 1982). It is worth noting that among the items of the self-efficacy the only significant item was the estimating of project risks which indicates that as much as the individual can estimate the project risk, the feasibility is increased. This finding is appropriate to the sample population which is bank employees and used to deal with risk estimation and consider hedging or controlling risk is priority. The relation between perceived feasibility and the other items proposed for self-efficacy is not significant. Dealing with customers' credit files, studying of business plans and acquiring the appropriate managerial and administrative skills are open for bank employees and could be a daily task. This may differentiate the employee perception towards these capabilities in terms of being a perception for feasibility, the perceived feasibility is viewed for them from the perception of estimating and dealing with project risk rather than others. Hence, based on the results the hypothesis H1.2 is partially accepted.

4.2.1.3 Environment

H1.3: There is a significant relationship between Environment and perceived feasibility.

Environment represents the individual's knowledge on the availability of entrepreneurial support. Favorable business policies, politics, economic status and availability of market centers and business networks.

The regression test reveals that the environment has positive correlation towards perceived. The strength of this relationship was revealed in the R coefficient valued at 44.2%. The adjusted R² had a low score of 0.144. This result indicated that only 14.4% of the total variability in perceived feasibility is explained by the environment. The p-value is $0.002 < 0.05$ which means that there is a significant relationship between environment and perceived feasibility. Furthermore, the support for entrepreneur, current available opportunity and the norms and laws are not significant with perceived feasibility, this may be due to the sample of bank employees who have these items as routine and accordingly not affecting their perception of the feasibility of any project. Although the current economical and political conditions in Lebanon are considered unfavorable even from international authorities, for bank employees, these items along with the administrative work process have a significant relationship with feasibility. Thus, based on the results the hypothesis H1.3 is partially accepted.

4.2.2 Linear Regression Analysis of Hypothesis 2

The linear regression test for the predictor variable "perceived desirability" and dependent variable "entrepreneurial intention" achieved a good correlation. The intensity of the relationship was reflected in the R coefficient, whose value was 72.9%. The adjusted R² had a good score of .522. This result indicated that 52.2% of the total variability in the dependent variable was explained by the independent variable.

At the threshold that the (p) value should be 0.05 or less, the value=0.000 in this model, and therefore showed that there was a significant relationship between the two variables. The results indicated a positive B coefficient for the independent variable perceived desirability, meaning that perceived desirability has a positive impact on entrepreneurial intention. Shapero (1982) defined perceived desirability as the attractiveness of starting a business. The significant relation concluded from the results of this study aligns with the finding of Krueger and Brazeal (1994) and Fitzsimmons & Douglas (2011) who found that perceived desirability influences the entrepreneurial intention. Also, Wang et al. (2011); Linan et al. (2005, 2011); and Giagtzis (2013) have identified a positive impact of perceived desirability on entrepreneurial intention. So, hypothesis 2 is accepted.

Table 3. Results of Linear Regression of H 2

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.729a	0.532	0.522	0.40771	

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.258	0.107		2.408	0.018
1 Desirability to create	0.514	0.073	0.59	7.034	0
idea_to_make_enterprise_attractive	0.222	0.089	0.209	2.49	0.014

4.2.2.1 Motivation

H2.1: There is a significant relationship between motivation and perceived desirability.

The regression test demonstrates that motivation has a positive correlation towards perceived desirability which indicates that the higher motivation, the higher the perceived desirability. The strength of this relationship was revealed in the R coefficient valued at 70.8%. The adjusted R² had an acceptable score of 0.475. This result indicated that 47.5% of the total variability in perceived desirability is explained by motivation. The p-value is $0.000 < 0.05$ which means that there is a significant relationship between motivation and perceived desirability. Urban (2008) acknowledges that success in creation of new venture is dependent on the motivation of individuals to succeed. The motivation could be considered as a mediator between the entrepreneurial intention and the entrepreneurial action. It is important to state that among the items of motivation the significant item was having self satisfaction. This indicates that the desire of being self employed is positively correlated with the self satisfaction. The result is consistent with the descriptive statistics presented earlier showing that 82.2 % of the bank employees are not satisfied; the factor that increased their perceived desirability. The relation between perceived desirability and the other items proposed for motivation is not significant. As stated earlier about the importance of the bank job concerning sustainability, compensation, stability and respect of society to bank employees make the other items irrelevant and don't trigger employees' motivation. The results show that there is a partial relationship between the motivation and perceived desirability. Although the hypothesis H2.1 is accepted.

4.2.2.2 Perceived Risk

H2.2: There is a significant relationship between perceived risk and perceived desirability.

The regression test shows that perceived risk has a positive correlation towards perceived desirability. The R coefficient is valued 57.6%. The adjusted R² had an score of 0.289. This result indicated that 28.9% of the total variability in perceived desirability is explained by perceived risk. The p-value is $0.000 < 0.05$ which means that there is a significant relationship between perceived risk and perceived desirability. The items of perceived risk that are significant were the financial risk and the general risk. The relation between perceived desirability and the other items proposed for perceived risk namely: family risk, emotional risk, social risk and career risk is not significant. Once again we can talk about the experience in the field of business and the contact with entrepreneurs affect the perception of risk of

bank employees. It enables the respondents to deal with risk factors consisting the items of the perceived risk that may affect the perceived desirability. The results show that there is a partial relationship between the perceived risk and perceived desirability. Although, the hypothesis H2.2 is partially accepted.

4.2.2.3 Social Norms

H2.3: There is a significant relationship between social norms and perceived desirability.

The regression test reveals that social norms have good correlation towards perceived desirability with R coefficient valued at 42.6%. The adjusted R^2 had a weak score of 0.139. This result indicated that 13.9% of the total variability in perceived desirability is explained by social norms. The p-value is $0.02 < 0.05$ which means that there is a significant relationship between social norms and perceived desirability. The items of social norms that are significant with perceived desirability were the family positively correlated and relatives' opinions negatively correlated. The relation between perceived desirability and the other items proposed for social norms namely: friends' opinion, partner opinion and colleagues' opinion is not significant. The Lebanese society is almost still traditional the opinion of the family in different life aspects is still considered to certain extent which may explain the positive correlation between family opinion and the perceived desirability. This perception is increased once talking about bank jobs. The results show that there is a partial relationship between the social norms and perceived desirability. Although, the hypothesis H2.3 is partially accepted.

4.2.2.4 Job Satisfaction

H1: There is a significant relationship between job satisfaction and perceived desirability.

The regression test reveals that job satisfaction have negative correlation towards perceived desirability with R coefficient valued at 54.2%. The adjusted R^2 had a weak score of 0.286. This result indicated that 28.6% of the total variability in perceived desirability is explained by job satisfaction. The p-value is $0.000 < 0.05$ which means that there is a significant relationship between job satisfaction and perceived desirability. The result aligns with the Researches of (Bradley & Roberts, 2004; Benz & Frey, 2008) that showed the self-employed have a higher level of job satisfaction than the organizationally employed. Hence, Henley (2007), found a relation between current job dissatisfaction and entrepreneurial aspirations; however, job dissatisfaction looks to be insufficient for the actual initiation of a new venture. This research indicates that the lower the job satisfaction the higher the perceived desirability is. This result supports the responses that view self satisfaction as a trigger of motivation. The results show that there is a strong negatively correlation between job satisfaction and perceived desirability. The hypothesis H2.4 is accepted.

4.2.3 Linear Regression Analysis of H 3

The results show that a high positive correlation of 0.722 exists between creativity and entrepreneurial intention. Researchers have found p-value $0.000 < 0.05$ which means that there is a significant relationship between creativity and entrepreneurial intention among Lebanese employees. The findings of this research tend to agree with the recent findings such as Zampetakis, 2008; Hmieleski & Corbett, 2006, and Berglund et al. (2006) which claimed that creativity does have an impact on individual's intention to be an entrepreneur. In our finding, the impact of creativity on entrepreneurial intention is found to be remarkable. Thus, creativity should be considered as a factor that can influence individuals' entrepreneurial intentions.

Therefore, hypothesis is accepted.

Table 4. Results of Linear Regression of Hypothesis 3

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.851 ^a	0.725	0.722	0.31112	

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	0.118	0.076	1.548	0.125
	creativity	0.891	0.055	0.851	16.145

Two segments of creativity were examined: Individual creativity and creativity supported by the bank.

4.2.3.1 Individual Creativity

H3.1: There is a significant relationship between individual creativity & creativity.

The individual creativity is consistent with the finding that creativity has significant relation with entrepreneurial intention. The R coefficient valued at 54.4% reveals a good relationship between the variables. The adjusted R² had a weak score of 0.281. This result indicated that 28.1% of the total variability creativity is explained by individual creativity. The p-value is 0.000<0.05 which means that there is a significant relationship between individual creativity and creativity. Based on results the hypothesis H3.1 is accepted.

4.2.3.2 Bank Creativity

H3.2: There is a significant relationship between creativity supported by the bank and creativity.

The individual creativity is consistent with the finding that creativity has significant relation with entrepreneurial intention. The R coefficient valued at 39.6% reveals a moderate relationship between the variables. The adjusted R² had a weak score of 0.122. This result indicated that only 12.2% of the total variability creativity is explained by creativity supported by the bank. The p-value is 0.02<0.05 which means that there is a significant relationship between individual creativity and creativity. The only item that has a significant relation with creativity was that the bank provide creativity training, others are not significant. It could be due to the believe of the employees that they will be more creative after having training sessions on creativity or to the new application of creativity within the bank; the bank provides training but lake the tools to apply creativity. Based on the test results of we can partially accept the Hypothesis 3.2.

5. Conclusion

5.1 Discussion

The hypotheses proposed that entrepreneurial intention of bank employee's is dependent on the perceived feasibility, perceived desirability and creativity. Based on the research analysis, the perception of creativity contributed the most to entrepreneurial intention. The results of this research support the findings of Berglund et al. (2006) and Zampetakis (2008) which confirmed that creativity does have an impact on entrepreneurial intention. The most the employee is creative the higher his entrepreneurial intention to be performed. The perception of feasibility ranked second for the level of contribution to entrepreneurial intention. The results reveal a positive relation between perceived feasibility and entrepreneurial intention. The proposed antecedent of the perceived feasibility, prior

experience, did not show a significant relation with perceived feasibility and accordingly will be skipped from the valid model. On the contrary, environment and self-efficacy relations are significant with perceived feasibility. The knowledge of Lebanese bank employees about the economic conditions and the echoes of the political vulnerabilities on economy along with their administrative experience correlated the relationship of environment with the perceived feasibility.

The results show a positive impact of perceived desirability on entrepreneurial intention. The proposed antecedents of the perceived desirability are motivation, perceived risk, social norms and job satisfaction. All these determinants show positive relation with the perceived desirability. Although the relation with job satisfaction is negatively correlated it is reasonable to reflect the entrepreneurial intention of bank employees once they are no more satisfied from their current employment. To note that job satisfaction has a high level of impact on entrepreneurial intention. Motivation as stated before is an intermediate stage between the entrepreneurial intention and the action. Whereas the perceived risk refers to the type of risk the respondent is willing to take to create an enterprise, the results show that financial and general risks don't have an impact on desire to create enterprise, the emotional, social, family and career risks have influence on the desire to create an enterprise. The results reflect the culture of the Lebanese bank employees and their knowledge about the market acquired from their direct contact with different segments of the society.

5.2 Limitations and Perspectives of the Study

Although generalization of this study is limited by its scope, the study is a contribution to existing literature on the extent the perception of feasibility, desirability and creativity influences entrepreneurial intention. For scholars, this study offers the information about the entrepreneurial intention among employees in a Lebanese bank. By investigating entrepreneurial intention, researchers can identify the entrepreneurial activity easily. The proposed theoretical framework may be referred by other researchers in future studies. Although our study sheds some light on the influence of creativity on the entrepreneurial intention of Lebanese employees, it has several limitations that further research can seek to address. First, our study was limited to a sample of Lebanese bank employees based; the majority of the respondents were from Beirut region. Also, we encourage scholars in this area to examine our proposed model with employees in other disciplines and across different institutions, regions and countries. Future research could also look into the influence of creativity training programs on entrepreneurial intentions. Yet our understanding of why and how these factors interact could be further explored by using qualitative approach.

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