

# The Moderating Influence Of Work Environment On The Relationship Between Entrepreneurial Behaviour And Perceived Service Quality By Government Ministries In Kenya

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*Abstract: The work environment which encompasses several factors impacts on the way employees perform their work. A comfortable and supportive workplace environment will boost the employees' performance hence boosting the organizational performance. The objective of this study was to examine the effect of work environment on the relationship between employee entrepreneurial behaviour and perceived service quality by government ministries in Kenya. The target population was all the 4 executive officers from all the 18 government ministries resulting to a sample size of 72 executive officers. The study used purposeful sampling technique in the selection of the executive officers. Data was analyzed using descriptive and inferential statistics. Cronbach's alpha coefficient was used to measure the reliability of the scale which was used to assess the interval consistency among the research instrument items. The regression results showed that work environment had statistically significant moderating influence on the relationship between entrepreneurial behaviour and perceived service quality in government ministries in Kenya. The study therefore recommended that the government should pay more attention to work environment in government ministries as it was a key contributor to quality service delivery. The study is grounded on the Weiss and Cropanzano's Affective Events Theory (AET) which explains the link between internal influences and their reactions to incidents that occur in their work environment that affect employee performance, organizational commitment and job satisfaction (Phua, 2012).*

**Keywords: Work Environment, Perceived Service Quality, Government Ministries, Kenya**

## I. BACKGROUND OF THE STUDY

The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance (Heath, 2006). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles et al., 2004). Boles et al., 2004 also states that having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive

and dynamic business world. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively (Chandrasekar, 2011). She adds that factors of workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees' performance either towards the negative outcomes or the positive outcomes. The study is grounded on the Affective Events Theory. The theory explains the link between employees' internal influences and their reactions to

incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction.

### PROBLEM STATEMENT

There are many factors that affect the performance of employees in organizations. Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). Providing a good workplace environment increases employee performance in organizations (Shikdar &Shawaqed, 2003). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for working and achieving the desired organizational goal. According to Chandrasekar (2011) there are key factors in the workplace environment that could have a great impact on employee motivation and performance level. The business environment is becoming very competitive, dynamic and complex. Management of organizations should therefore find ways to ensure that workplace environment is conducive enough to enable employees perform at their optimum level in order to remain competitive. This study sought to establish how work environment may influence the relationship between employee entrepreneurial behavior and perceived service quality.

### OBJECTIVE OF THE STUDY

The objective of the study was to establish the effect of work environment on the relationship between employee entrepreneurial behaviour and perceived service quality by government ministries in Kenya.

### HYPOTHESES

H<sub>01</sub>: Work environment has no significant moderating influence on the relationship between employee entrepreneurial behaviour and perceived service quality in government ministries in Kenya.

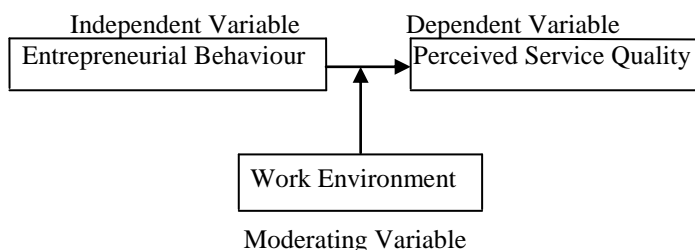
## II. THEORETICAL FRAMEWORK

### A. AFFECTIVE EVENTS THEORY

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance. According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses

influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

### B. CONCEPTUAL FRAMEWORK



## III. METHODOLOGY AND DESIGN

The research design adopted was a descriptive survey method. According to Cooper and Schindler (2000) a descriptive research design is concerned with finding out the; who, what, where, when and how much. This method will provide quantitative data from a cross section of chosen population. Furthermore, a descriptive research design is structured, has investigative questions and part of formal studies. The design is deemed appropriate because the main interest is to explore the viable relationship and describe how the factors will support matters under investigation. Descriptive design method will provide quantitative data from cross section of the chosen population.

### A. POPULATION

The study sought to investigate the employees behaviour of the employees in government ministries. The targeted population was the executive officers in the government ministries in Kenya. Each ministry has 4 employees in the executive officer position (Kenya Gazette, 2013). The total number of ministries in Kenya is 18 from which the 4 executive officers were drawn giving at target population of 72 executive officers. This study considered a census including all the eighteen government ministries in Kenya were and all the 4 executive officers from each ministry into the study. In circumstances where the target population is small, sampling is not necessary but a census is adopted instead taking into account all the elements in the population for study (Marino (2003).

Category Population	
Category	Population
Number of Government Ministries	18
Number of Executive Officers per Ministry	4
<b>TOTAL</b>	<b>72</b>

Table 3.1: Population of Study (Insert correct table number)

## B. DATA COLLECTION INSTRUMENTS

The study used primary data which meant collecting first-hand information from the respondents. A semi-structured questionnaire was designed to capture the aspects of employee behaviour, work environment and perceived service quality from the respondents. The questionnaire was self-administered to measure the respondents' perception on the variables being studied. Work environment questions sought to get responses on work culture and nature of work in the government ministries. Perceived service quality on the other hand was measured considering the quality aspects of tangibility, reliability, responsiveness, assurance and empathy. The sub-dimensions of employee behaviours covered in the questionnaire included employee innovativeness, employee pro-activeness and employee risk taking.

## C. DATA ANALYSIS

This paper sought to determine the moderating effect of work environment on the relationship between employee entrepreneurial behaviour and perceived service quality by government ministries in Kenya. Data analysis techniques were chosen to test hypotheses and draw conclusions on the objective. Both descriptive and inferential analyses were adopted to achieve the objective of the study.

### a. DESCRIPTIVE ANALYSIS

Descriptive analysis was used to explore the in-depth description of the study variables across the government ministries in Kenya. The mode was used as the measure of central tendency to describe the variables considering the qualitative scale used in the data collection instrument.

### b. INFERENTIAL ANALYSIS

Inferential analysis was adopted to explore relationships between the study variables, test hypotheses and draw conclusions on the objective of the study. Given the objective of the study on determining the moderating influence of work environment on the relationship between employee entrepreneurial behaviour and perceived service quality by government ministries in Kenya, a hierarchical moderated multiple regression model was fitted to help test the hypothesis and conclude on the objective. The regression model to assess the moderating influence of work environment is given by the equation below;

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_{14} X_1 * Z + \beta_{24} X_2 * Z + \beta_{34} X_3 * Z + \varepsilon$$

Y = dependent variable (perceived service delivery).

$\beta_0$  = Constant or intercept which is the value of dependent variable when all the independent variables are zero.

$\beta_1$  to  $\beta_3$  = Regression coefficients for employee behaviors (each independent variable).

$X_1$  to  $X_3$  = independent variables (employee behavior) Employee innovativeness, Employee pro-activeness, and Employee risk taking

$\beta_4$  coefficient of work environment

$\beta_{i4}$  coefficient of the interaction term between each employee behavior independent variable and work environment

Z = Work environment (Moderating Variable)

$X_i * Z$  the interaction term between each employee behavior independent variable and work environment

$\varepsilon$  = disturbance term.

## IV. STUDY FINDINGS

Work environment was assessed by indicators measured on a scale of 1 to 5 (where 5 = the greatest extent and 1 the lowest extent). The results on the moderating influence showed that there was a significant change in  $R^2$  by 0.285 from the original model to the model including the interaction variables between work environment and employee behavior. The interaction variable between employee innovativeness and work environment was found to be significant in this model with a beta coefficient of 0.727 while interaction between employee pro-activeness and work environment was also significant with a beta coefficient of 0.104. The interaction between employee risks taking intersection work environment was insignificant. On overall the study results show that work environment has a moderating influence of on the relationship between entrepreneurial behaviour and perceived service quality by government ministries in Kenya.

### A. WORK CULTURE

The descriptive analyses for the first indicators for this variable are presented in table 4.19%. Considering the indicator statement on the extent to which the work culture of the ministry encourages employee innovation; 17% respondents believed that the work culture of the ministry encouraged employee innovation to no extent at all while 18% respondents believed that it does only to a small extent and 31% respondents that it does to a moderate extent. There was 26% respondents who believed that it does to a great extent, 8% respondents believed that it does to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, work culture encourages employee innovation to a moderate extent.

For the indicator statement on the extent to which the ministry has enough employees to achieve service quality delivery; 14% respondents believe that the ministry has enough employees to achieve service quality delivery to no extent at all while 19% respondents believed that it did only to a small extent and 31% respondents that it does to a moderate extent. There are 19% respondents who believed that it does to a great extent, 17% respondents believe that it does to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the ministry has enough employees to achieve service quality delivery to a moderate extent.

The study also considered the indicator statement on the extent to which the work culture of the ministry cannot allow employee pro-activity; 7 respondents believed that the work culture of the ministry did not allow employee pro-activity to no extent at all while 21% respondents believed that it does

only to a small extent and 21 respondents that it does to a moderate extent. There are 21% respondents who believed that it does to a great extent, 19% respondents believed that it does to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the work culture of the ministry did not allow employee pro-activity to a moderate extent.

Indicator	No t at all (1)	Smal l exten t (2)	Mode rate exten t (3)	Gre at exte nt (4)	Very great exten t (5)	Mo dal Cla ss
the work culture of the ministry encourages employee innovation	17 %	18%	31%	19	8%	3
the ministry has enough employees to achieve service quality delivery	14 %	19%	31%	19%	17%	3
the work culture of the ministry cannot allow employee pro-activity	7	21%	21	21%	19%	3

Table 1: Frequency table on Work Culture

## B. NATURE OF WORK

To measure work environment, the study also looked at the indicator statement on the extent to which the work in the ministry allowed employees to make their own decisions about how to schedule their work. Here, 11% respondents believed that the nature of work in the ministry allowed employees to make their own decisions about how to schedule their work to no extent at all while 25% respondents believed that it did only to a small extent and 33% respondents that it did to a moderate extent. There are 18% respondents who believe that it does to a great extent, 13% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the nature of work in the ministry allows employees to make their own decisions about how to schedule their work to a moderate extent.

The respondents were also asked to respond to the extent to which the work allows employees to make decisions about what methods to use to complete their work. On this indicator, 8% respondents believed that the work allows employees to make decisions about what methods to use to complete their work. to no extent at all while 24% respondents believed that it does only to a small extent and 32% respondents that it does to a moderate extent. There are 15% respondents who believed that it does to a great extent, 21% respondents believed that it does to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the work allows employees to make decisions about what methods to use to complete their work. to a moderate extent.

Work environment was also measured using the indicator statement on the extent to which the work involves a great deal of task variety for which 14% respondents believe that

the work involves a great deal of task variety to no extent at all while 24% respondents believe that it did only to a small extent and 21% respondents that it does to a moderate extent. There were 25% respondents who believed that it does to a great extent, 17% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 4. This implies that on average, the work involves a great deal of task variety to a great extent.

Considering the indicator statement on the extent to which the work performed on the job has a significant impact on people outside the ministry; 13% respondents believed that the work performed on the job has a significant impact on people outside the ministry to no extent at all while 31% respondents believed that it does only to a small extent and 19% respondents that it did to a moderate extent. There were 24% respondents who believed that it does to a great extent, 14% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 2. This implies that on average, the work performed on the job has a significant impact on people outside the ministry, to a small extent.

Touching on the question of the extent to which the work involves completing a piece of work that has an obvious beginning and end; 8% respondents believed that the work involves completing a piece of work that has an obvious beginning and end to no extent at all while 21% respondents believed that it does only to a small extent and 24% respondents that it did to a moderate extent. There are 32% respondents who believed that it did to a great extent, 8% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 4. This implies that on average, the work involves completing a piece of work that has an obvious beginning and end, to a great extent.

The table also shows on the extent to which the work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of an employee's job performance; 13% respondents believed that the work activities themselves provided direct and clear information about the effectiveness (e.g., quality and quantity) of an employee's job performance to no extent at all while 21% respondents believed that it does only to a small extent and 21% respondents that it does to a moderate extent. There were 24% respondents who believed that it did to a great extent, 15% respondents believe that it did to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of an employee's job performance, to a moderate extent.

Considering the indicator statement on the extent to which the work requires that an employee engages in a large amount of thinking; 15% respondents believed that the work requires that an employee engages in a large amount of thinking to no extent at all while 18% respondents believe that it does only to a small extent and 33% respondents that it does to a moderate extent. There are 17% respondents who believed that it does to a great extent, 17% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 3. This implies that on average, the work requires that an

employee engages in a large amount of thinking. to a moderate extent.

The study also sought to find out the extent to which the work involves solving problems that have no obvious correct answer. To this, 17% respondents believe that the work involves solving problems that have no obvious correct answer to no extent at all while 24% respondents believed that it does only to a small extent and 17% respondents that it does to a moderate extent. There are 25% respondents who believed that it does to a great extent, 18% respondents believed that it does to a very great extent. The modal class of the responses to this indicator was 4. This implies that on average, the work involves solving problems that have no obvious correct answer. to a great extent.

As shown in the table for the indicator statement on the extent to which the work requires employees to utilize a variety of different skills in order to complete the work; 13% respondents believed that the work requires employees to utilize a variety of different skills in order to complete the work to no extent at all while 33% respondents believed that it did only to a small extent and 18% respondents that it did to a moderate extent. There are 17% respondents who believed that it did to a great extent, 19% respondents believed that it did to a very great extent. The modal class of the responses to this indicator was 2. This implies that on average, the work requires employees to utilize a variety of different skills in order to complete the work. to a small extent.

Indicator	Not at all (1)	Small extent (2)	Mode rate extent (3)	Great extent (4)	Very great extent (5)	Modal Class
the nature of work in the ministry allows employees to make their own decisions about how to schedule their work	11%	25%	33%	18%	13%	3
the work allows employees to make decisions about what methods to use to complete their work.	8%	24%	32%	15%	21%	3
the work involves a great deal of task variety	14%	24%	21%	25%	17%	4
the work performed on the job has a significant impact on people outside the ministry	13%	31%	19%	24%	14%	2
the work involves completing a piece of work that has an obvious beginning and end	8%	28%	24%	32%	8%	4

the work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of an employee's job performance	13%	21%	28%	24%	15%	3
the work requires that an employee engages in a large amount of thinking	15%	18%	33%	17%	17%	3
the work involves solving problems that have no obvious correct answer	17%	24%	17%	25%	18%	4
the work requires employees to utilize a variety of different skills in order to complete the work	13%	33%	18%	17%	19%	2

Table 2: Frequency table on Nature of work

### C. PERCEIVED SERVICE QUALITY

The perceived service quality was assessed through tangibility, reliability, responsiveness, assurance and empathy.

Under service quality the analysis of the questions asked and responded to and presented in the frequency table 3 For the level of importance given to the indicator that the public is usually impressed by the physical appearance of the ministry's work environment and the staff; 14% respondents are in agreement that the public's perception and impression by the staff and physical appearance of the ministry's work environment is not at all considered important, 24% respondents believed that it is considered as not so important while 26% respondents agreed that it is only somewhat important. There are 17% respondents who agreed that it is considered as fairly important and 19% respondents believed that it is very important. The modal class of the responses to this indicator was 3. This implies that on average, the public being impressed by the physical appearance of the ministry's work environment and the staff is somewhat important.

The ministry has been trying to employ modern equipment and technology in delivery of services and in regards to its importance, 18% respondents are in agreement that the ministry employing modern equipment and technology in delivery of services to the public is considered as not at all important. 24% respondents believed that it is considered as not so important while 18% respondents agree that it is only somewhat important. There are 18% respondents who agree that it is considered as fairly important and 18% respondents believe that it is very important. The modal class of the responses to this indicator was 2 implying that on average, the ministry employing modern equipment and

technology in delivery of services to the public is not so important.

For communication materials used by the ministry being up to date; 7 respondents were in agreement that the communication materials used by the ministry being up to date were not at all important. 24% respondents believed that it is considered as not so important while 28% respondents agreed that it is only somewhat important. There are 18% respondents who agreed that it was considered as fairly important and 17% respondents believed that it was very important. The modal class of the responses to this indicator was 3 which implies that on average, the communication materials used by the ministry being up to date is quite important.

Indicator	Not at all important (1)	Not So important (2)	Some what important (3)	Fairly important (4)	Very important (5)	Modal Class
The public is usually impressed by the physical appearance of the ministry's work environment and the staff.	14%	24%	26%	17%	19%	3
The ministry employs modern equipment and technology in delivery of services to the public	18%	24%	18%	18%	18%	2
The communication materials used by the ministry are up to date	7	24%	28%	18%	17%	3

Table 3: Frequency table on Service quality

Reliability was another aspect of service quality that was measured in different question and presented in table 5. For the level of importance given to the indicator that the ministry is known for prompt service delivery; 11% respondents were in agreement that the ministry being known for prompt service delivery was considered as not at all important, 18% respondents believe that it was considered as not so important while 25% respondents agreed that it was only somewhat important. There were 24% respondents who agreed that it is considered as fairly important and 18% respondents believed that it was very important. The modal class of the responses to this indicator was 3. This implies that on average, the ministry being known for prompt service delivery is somewhat important.

Still looking at reliability through the level of importance given to the indicator that there was consistency in service delivery by the ministry; 7 respondents were in agreement that there being consistency in service delivery by the ministry was considered as not at all important, 31% respondents believe that it was considered as not so important while 25% respondents agreed that it was only somewhat important. There are 8% respondents who agreed that it was considered as fairly important and 26% respondents believed that it was very important. The modal class of the responses to this indicator was 2. This implies that on average, there being consistency in service delivery by the ministry is not so important.

Another aspect of reliability was the level of importance given to the question of whether if asked, the public would recommend the ministry as the best service provider as far as accuracy in service delivery was concerned; 14% respondents were in agreement that the public recommending my ministry as the best service provider as far as accuracy in service delivery was concerned was considered as not at all important, 21 respondents believed that it was considered as not so important while 11% respondents agreed that it was only somewhat important. There are 19% respondents who agreed that it was considered as fairly important and 26% respondents believed that it was very important. The modal class of the responses to this indicator was 2. This implies that on average, the public recommending my ministry as the best service provider as far as accuracy in service delivery is concerned is not so important.

Indicator	Not at all important (1)	Not So important (2)	Somewhat important (3)	Fairly important (4)	Very important (5)	Modal Class
The ministry is known for prompt service delivery	11%	18%	25%	24%	18%	3
There is consistency in service delivery by the ministry	7	31%	25%	8%	26%	2
If asked, the public would recommend the ministry as the best service provider as far as accuracy in service delivery is concerned	14%	21	11%	19%	26%	2

Table 4: Frequency table on Reliability in service performance

The questions addressing responsiveness as a measure of service quality were analyzed and presented in table 5. For the level of importance given to the indicator that employees in the ministry are always willing to assist and give prompt attention to requests and question from the public; 7 respondents were in agreement that employees in the ministry always being willing to assist and give prompt attention to requests and question from the public was considered as not at all important, 18% respondents believed that it is considered as not so important while 18% respondents agreed that it was only somewhat important. There are 21% respondents who agreed that it was considered as fairly important and 25% respondents believed that it was very important. The modal class of the responses to this indicator was 5. This implies that on average, employees in the ministry always being willing to assist and give prompt attention to requests and question from the public is very important.

Regarding the level of importance given to the indicator that the ministry has been known to offer solutions to problems experienced by the public as far as service delivery is concerned; 7 respondents were in agreement that the ministry being known to offer solutions to problems experienced by the public as far as service delivery is concerned was considered as not at all important, 21% respondents believed that it was considered as not so important while 28% respondents agreed that it was only

somewhat important. There are 17% respondents who agreed that it was considered as fairly important and 25% respondents believed that it was very important. The modal class of the responses to this indicator was 3. This implies that on average, the ministry being known to offer solutions to problems experienced by the public as far as service delivery is concerned is somewhat important.

Considering the level of importance given to the indicator that employees in the ministry are flexible in their approach to service delivery; 8% respondents were in agreement that employees in the ministry being flexible in their approach to service delivery is considered as not at all important, 21 respondents believed that it is considered as not so important while 26% respondents agreed that it was only somewhat important. There are 18% respondents who agreed that it was considered as fairly important and 14% respondents believed that it was very important. The modal class of the responses to this indicator was 2. This implies that on average, employees in the ministry being flexible in their approach to service delivery was not so important.

Indicator	Not at all important (1)	Not So important (2)	Somewhat important (3)	Fairly important (4)	Very important (5)	Modal Class
Employees in the ministry are always willing to assist and give prompt attention to requests and questions from the public	7	18%	18%	21%	25%	5
The ministry has been known to offer solutions to problems experienced by the public as far as service delivery is concerned	7	21%	28%	17%	25%	3
Employees in the ministry are flexible in their approach to service delivery	8%	21	26%	18%	14%	2

Table 5: Frequency table on Responsiveness

Another aspect of service quality that was measured and presented in table 6 was assurance. Starting with the level of importance given to the indicator that employees in the ministry exercise competence in service delivery to the public; 8% respondents were in agreement that employees in the ministry exercising competence in service delivery to the public was considered as not at all important, 24% respondents believed that it was considered as not so important while 26% respondents agreed that it was only somewhat important. There are 18% respondents who agreed that it was considered as fairly important and 24% respondents believed that it was very important. The modal class of the responses to this indicator was 3. This implies that on average, employees in the ministry exercising competence in service delivery to the public. is somewhat important.

Another question asked to this regard was the level of importance given to the indicator that the public acknowledges it feels safe and secure in its transaction with the ministry.

Here 13% respondents were in agreement that the public acknowledging it feels safe and secure in its transaction with the ministry was considered as not at all important, 24% respondents believed that it was considered as not so important while 26% respondents agree that it was only somewhat important. There are 18% respondents who agreed that it was considered as fairly important and 19% respondents believe that it was very important. The modal class of the responses to this indicator was 3. This implies that on average, the public acknowledging it feels safe and secure in its transaction with the ministry. is somewhat important.

For the level of importance given to the indicator that employees in the ministry exercise high probity and confidentiality in their service delivery to the public.; 7 respondents were in agreement that employees in the ministry exercising high probity and confidentiality in their service delivery to the public was considered as not at all important, 25% respondents believed that it was considered as not so important while 18% respondents agree that it was only somewhat important. There are 26% respondents who agreed that it was considered as fairly important and 17% respondents believed that it was very important. The modal class of the responses to this indicator was 4. This implies that on average, employees in the ministry exercising high probity and confidentiality in their service delivery to the public is fairly important.

Indicator	Not at all important (1)	Not So important (2)	Somewhat important (3)	Fairly important (4)	Very important (5)	Modal Class
Employees in the ministry exercise competence in service delivery to the public.	8%	24%	26%	18%	24%	3
The public acknowledges it feels safe and secure in its transaction with the ministry.	13%	24%	26%	18%	19%	3
Employees in the ministry exercise high probity and confidentiality in their service delivery to the public.	7	25%	18%	26%	17%	4

Table 6: Frequency table on Assurance

#### D. EMPATHY

The questions addressing empathy as a measure of perceived service quality were analyzed and presented in table 7. Considering the question on the level of importance given to the indicator that the ministry ensures that the services it offers are appropriate for the stakeholders; 15% respondents were in agreement that the ministry ensuring that the services it offers are appropriate for the stakeholders is considered as not at all important, 21% respondents believed that it was considered as not so important while 18% respondents agreed that it was only somewhat important. There are 26% respondents who agreed that it was considered as fairly important and 19% respondents believed that it was very important. The modal

class of the responses to this indicator was 4. This implies that on average, the ministry ensuring that the services it offers are appropriate for the stakeholders is fairly important.

The respondents were also asked on the level of importance given to the indicator that communication in my ministry is clear, appropriate and timely. For this, 17% respondents were in agreement that clarity, appropriateness and timeliness in communication in the ministry was considered as not at all important, 17% respondents believed that it was considered as not so important while 15% respondents agree that it was only somewhat important. There are 28% respondents who agreed that it is considered as fairly important and 24% respondents believed that it was very important. The modal class of the responses to this indicator was 4. This implies that on average, clarity, appropriateness and timeliness in communication in the ministry is fairly important.

Empathy was also measured by considering the level of importance given to the indicator that the public is able to access employees, services and information in my ministry without much problem; 4 respondents are in agreement that the public being able to access employees, services and information in my ministry without much problem was considered as not at all important, 21 respondents believed that it was considered as not so important while 33% respondents agree that it is only somewhat important. There are 17% respondents who agreed that it was considered as fairly important and 15% respondents believed that it was very important. The modal class of the responses to this indicator was 3. This implies that on average, the public being able to access employees, services and information in my ministry without much problem is somewhat important.

Indicator	Not at all important (1)	Not So important (2)	Somewhat important (3)	Fairly important (4)	Very important (5)	Modal Class
The ministry ensures that the services it offers are appropriate for the stakeholders	15%	21%	18%	26%	19%	4
Communication in my ministry is clear, appropriate and timely.	17%	17%	15%	28%	24%	4
The public is able to access employees, services and information in my ministry without much problem	4	21	33%	17%	15%	3

Table 7: Frequency table on Empathy

### MODERATING EFFECT OF WORK ENVIRONMENT ON THE RELATIONSHIP BETWEEN EMPLOYEE ENTREPRENEURIAL BEHAVIOUR AND PERCEIVED SERVICE QUALITY

The model involved fitting 3 models in a stepwise regression analysis process. The first model included employee behaviour sub dimensions as predictors of perceived

service quality, the second model included addition of work environment as a predictor while the third model was fitted including the interaction terms between the employee behaviour sub dimensions and work environment to determine the moderating effect. As shown in table 6, the third model of the had an R-square of 0.927 implying that the variation in perceived service quality explained in the model is 92.7%. This model is an improvement of the second model with a significant positive change in the R-square. The change in R-square for model three is 0.285 which is significant as shown by the P-value of the F-change which was found to be less than 0.05. The p-value of the F-change is 0.000.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.761a	0.579	0.561	0.662	0.579	31.694	3	69	0.000
2	.801b	0.642	0.621	0.616	0.063	11.900	1	68	0.001
3	.963c	0.927	0.919	0.285	0.285	84.013	3	65	0.000

Table 8: Model Summary moderated multiple regression

The coefficients of the interaction variables between work environment and employee innovativeness, employee innovativeness and employee risk taking were estimated to be  $\beta_1=0.727$ ,  $\beta_2=0.104$  and  $\beta_3=0.071$  respectively with t statistics 7.134, 2.879 and 1.968 respectively. The p-values of the t statistics for the interactions between work environment and employee innovativeness and that between work environment and employee pro-activeness were found to be 0.000 and 0.05 respectively which are less than 0.05. This implies that there is a significant moderating effect of work environment on the relationship between perceived service quality and the two independent variables. The p-value of the interaction variable between work environment and employee risk taking was found to be 0.053 which is greater than 0.05 implying that work environment does not significantly influence the relationship between Employee risk taking and perceived firm performance but has a significant moderating effect of work environment on the relationship between perceived service quality and employee innovativeness and employee pro-activeness. The moderated multiple regression model generated an equation given by:

$$Y = 0.532X_1 + 0.38X_2 + 0.294X_3 + 0.269Z + 0.727X_1 * Z + 0.104X_2 * Z + 0.071X_3 * Z$$

Model	Predictor	$\beta$ coefficient	Std. Error	t	P-value.
1	(Constant)	0.000	0.078	0.000	1.000
	Employee innovativeness	0.469	0.079	5.932	0.000
	Employee pro-activeness	0.401	0.080	5.040	0.000
2	(Constant)	0.000	0.072	0.000	1.000
	Employee risk taking	0.316	0.079	4.018	0.000
	Employee innovativeness	0.494	0.074	6.698	0.000
3	(Constant)	0.000	0.072	0.000	1.000
	Employee pro-activeness	0.393	0.074	5.310	0.000
	Employee risk taking	0.298	0.073	4.065	0.000
3	Work environment	0.252	0.073	3.450	0.001
	(Constant)	-0.025	0.071	-0.350	0.727
	Employee innovativeness	0.532	0.074	7.167	0.000
	Employee pro-	0.380	0.074	5.117	0.000



activeness				
Employee risk taking Work environment intersection	0.294	0.073	4.039	0.000
Employee innovativeness intersection Work environment intersection	0.269	0.074	3.631	0.001
Employee risk taking intersection Work environment	0.727	0.102	7.134	0.000
Employee pro-activeness intersection Work environment	0.104	0.036	2.879	0.005
Employee risk taking intersection Work environment	0.071	0.036	1.968	0.053

Table 9: Coefficients table Moderated Multiple regression

### E. HYPOTHESES TESTING

The objective of this study was to assess the moderating influence of work environment on the relationship between entrepreneurial behaviour and perceived service quality by government ministries in Kenya. This was achieved by testing the hypothesis stated as  $H_0$ ;  $H_0$ : Work environment has no significant moderating influence on the relationship between employee entrepreneurial behaviour and perceived service quality in government ministries in Kenya.

The P-value of the F-change statistic of the 3rd model was 0.000 which is less than 0.05. This means that the positive change in R-square due to inclusion of the interaction variables of work environment and employee behaviour significant implying that the model is significantly improved by the increase in  $R^2$ . The null hypothesis was thus rejected and the alternative taken to conclude that employee behaviour significantly influences the relationship between employee behaviour and perceived service quality.

### V. SUMMARY OF THE FINDINGS

The study sought to establish the relationship between employee innovativeness and perceived service quality by government ministries in Kenya. The study found out that there is relationship between employee innovativeness and perceived service quality by government ministries in Kenya and this concurs with De Jong and Den Hartog, (2008) whose study concludes that innovative employee behavior is desirable and that it is important that line managers make employees know that innovative behavior is desirable and also make sure that the climate is innovative. Mutlu (2014), appreciates that both psychological and organizational climates are crucial in creating innovative behaviours among employees.

### A. CONCLUSION

Based on the results obtained from the results of the study, the study concluded that there was a relationship between employee innovativeness and perceived service

quality by government ministries in Kenya and the relationship was positive and statistically significant ( $p < 0.05$ ). This means that government ministries should make efforts to encourage employee innovations because it was found by this study that employee innovativeness has a positive effect on perceived service quality by government ministries in Kenya.

### B. RECOMMENDATION

Based on the findings and conclusions of the study, the following recommendations were made: The study recommends that the government ministries in Kenya should therefore strive to improve employee entrepreneurial behaviour because it has been found to have a significant and positive effect on perceived service quality by government ministries in Kenya.

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