

Influence Of Employee Risk-Taking On Perceived Service Quality By Government Ministries In Kenya

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Abstract: The performance of an individual employee and the organization, in general, will be influenced by some critical decisions an individual employee makes at the point of executing his or her tasks. The purpose of this paper was to establish the influence of employee risk taking on perceived service quality by government ministries in Kenya.

This study sought to establish whether employee risk taking may influence perceived service quality by government ministries in Kenya. The specific objective was to analyze the influence of employee risk-taking on perceived service quality by government ministries in Kenya. The study adopted descriptive survey research design. A questionnaire and interview guide were used to collect data. The regression results showed that employee risk-taking had significant and positive effect on perceived service quality by government ministries in Kenya.

Keywords: Employee Risk-taking, Perceived Service Quality, Entrepreneurial behaviour, Government Ministries, Kenya

I. BACKGROUND OF THE STUDY

A major concern for the government of Kenya today is how delivery of quality services by government ministries can be achieved and sustained. The level of accountability among public officials in the management of public affairs has consistently declined since independence. At the same time the efficient and effective delivery of public services to the ordinary Kenyan has continuously deteriorated as evidenced by perennial public complaints about substandard services by the government. There is hence an urgent need for senior government employees who can give new dimensions to managing government ministries in Kenya in order to deliver quality service to the public of Kenya. The government structure put in place in 2013 is indicative of the government's commitment to address this urgent need. Government ministries have been known to offer substandard services to Kenyans, a factor that led to the introduction of performance

contracts in government ministries and other government institutions in 2004 Kogei, Magugui, Yano, Chepkemei and Chebet (2013). Globalization and modernization of service delivery systems have too created an increasingly dynamic and competitive work environment. This has resulted to high demand for demonstration of competency by employees in the application of knowledge, skills and experience in work performance and results.

STATEMENT OF THE PROBLEM

Although government ministries and other government departments in Kenya have been re-organized with a view to attaining agile, anticipatory, problem-solving bodies which can deliver value to the public (GOK, 2007), the factors contributing to such value and their sustenance have not been investigated. While studies done in other countries indicate a relationship between employees' risk taking in government

organizations and quality service delivery to the public (Morris & Kuratko, 2002; Windrum, 2008; Kreiser *et al.* 2002) there is little research to this effect in Kenya. The aim of this study therefore, was to explore and examine how employees risk taking may influence perceived service quality by government ministries in Kenya.

OBJECTIVES OF THE STUDY

The objective of this study was to evaluate the influence of employee risk taking on perceived service quality by government ministries in Kenya.

STUDY HYPOTHESIS

The study tested the following null hypotheses:

H₀₁: Employee risk taking has no significant influence on perceived service quality by government ministries in Kenya.

II. THEORETICAL FRAMEWORK

A. PROSPECT THEORY OF RISK

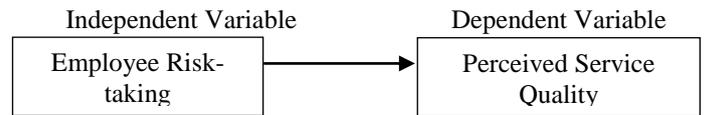
Prospect theory is a behavioral model that shows how people decide between alternatives that involve risk and uncertainty (e.g. % likelihood of gains or losses). It demonstrates that people think in terms of expected utility relative to a reference point (e.g. current wealth) rather than absolute outcomes. Prospect theory was developed by framing risky choices and indicates that people are loss-averse; since individuals dislike losses more than equivalent gains, they are more willing to take risks to avoid a loss. Due to the biased weighting of probabilities (see certainty/possibility effects) and loss aversion, the theory leads to the following pattern in relation to risk (Kahneman & Tversky, 1979; Kahneman, 2011):

The theory describes the decision processes in two stages: During an initial phase termed editing, outcomes of a decision are ordered according to a certain heuristic. In particular, people decide which outcomes they consider equivalent, set a reference point and then consider lesser outcomes as losses and greater ones as gains. The editing phase aims to alleviate any framing effects. It also aims to resolve isolation effects stemming from individuals' propensity to often isolate consecutive probabilities instead of treating them together. The editing process can be viewed as composed of coding, combination, segregation, cancellation, simplification and detection of dominance.

In the subsequent evaluation phase, people behave as if they would compute a value (utility), based on the potential outcomes and their respective probabilities, and then choose the alternative having a higher utility. The theory helps in understanding the concept of risk and how government employees would make a decision to take risk in the course of their work. The implication of this theory, which is denoted by the evaluation phase, is that a person would be more willing to take risk if they are sure that the benefit of the decision to take risk may outweigh the loss. This means if government ministries provide an environment that supports and

encourages entrepreneurial behaviour, more and more employees would be willing to take risk to improve their service delivery.

The 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 however the executive officers in the government ministries in Kenya. Each ministry has 4 employees in the executive officer positions (Kenya Gazette, 2013). The total number of ministries in Kenya are 18 from which the 4 executive officers were drawn giving a 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 |
| TOTAL | 72 |

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 risk taking and perceived service quality from the respondents. The questionnaire was self-administered to measure the respondents' perception on the variables being studied.

Employee risk taking questions sought to get responses on indicators of risk taking that in the government ministries which were measured on a categorical Likert scale. Perceived service quality on the other hand was measured considering the quality aspects of tangibility, reliability, responsiveness, assurance and empathy.

C. DATA ANALYSIS

This paper sought to determine the influence of employee risk taking on perceived service quality by government ministries in Kenya. 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 to evaluate the influence of employee risk taking on perceived service quality by government ministries in Kenya, a regression model was fitted to help test the hypothesis and conclude on the objective. The regression model to explore the direct influence of risk taking on perceived service quality is given by the equation below;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Y = dependent variable (perceived service delivery).

β_0 = Constant or intercept which is the value of dependent variable when all the independent variables are zero.

β_1 = Regression coefficient for Employee risk taking (the independent variable).

ε = disturbance term.

IV. STUDY FINDINGS

Employee risk taking was assessed by nine statements on the scale of 1 to 5 (where 5= the greatest extent and 1 is the lowest extent). The extent to which individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not was analyzed and 5 respondents believe that individual risk takers are never recognized for their willingness to champion new projects, whether eventually successful or not while 26% of the respondents believed that they are recognized but only to a small extent. 19% of the respondents believed they are recognized to a moderate extent. 27% of the respondents believed that they are recognized to a great extent and 19% of the respondents believed that they are recognized to a very

great extent. The mode was found to be 4 which implied that on average, individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not to a great extent.

Calculated risks with new ideas are a major factor in consideration. 16% of the respondents believed that employees in the ministry are never encouraged to take calculated risks while 16% of the respondents believed that they are encouraged to take calculated risks but only to a small extent. 25% of the respondents believed that they are encouraged to take risks to a moderate extent while 23% others believed they are encouraged to a great extent. 18% of the respondents believed that taking calculated risks is encouraged to a very great extent. The modal class of the responses to this indicator was 3 implying that on average, employees in the ministry are often encouraged to take calculated risks with new ideas in moderation.

Considering the indicator statement on the extent to which this ministry supports many small and experimental projects realizing that some will undoubtedly fail; 18% of the respondents believed that this ministry does not support many small and experimental projects realizing that some will undoubtedly fail while 22% of the respondents believed that it does but only to a small extent. 18% of the respondents believed that it does to a moderate extent. There are 27% of the respondents who believed that it does to a great extent, 14% of the respondents believe that it does to a very great extent. The modal class of the responses to this indicator was 4 which implied that on average, this ministry supports many small and experimental projects despite realizing that some will undoubtedly fail.

Analyzing the extent to which a supervisor will give me special recognition if my work performance is especially good; 21% of the respondents believed that my supervisor will not give me special recognition if my work performance is especially good while 18% of the respondents believed that recognition will be given but only to a small extent. 16% of the respondents believed that recognition is given to a moderate extent. There are 23% of the respondents who believed that it given to a great extent while 21% of the respondents believed that it given to a very great extent. The modal class of the responses to this indicator was 4. This implied that on average, my supervisor will give me special recognition if my work performance is especially good.

Analyzing the extent to which an employee with a good idea is often given free time to develop that idea; 18% of the respondents believed that an employee with a good idea is not given free time to develop that idea at all while 21% of the respondents believed that time is given but only to a small extent. 19% of the respondents believed that time is given to a moderate extent. There are 27% of the respondents who believed that time is given to a great extent and 14% others believed that time to develop ideas is given to a very great extent. The modal class was found to be 4 which implied that on average, an employee with a good idea is often given free time to develop that idea to a great extent.

Considering the extent to which employees are encouraged to talk to workers in other departments of this ministry about ideas for new projects; 15% of the respondents believed that employees are not at all encouraged to talk to

workers in other departments about ideas for new project while 22% of the respondents believed that they are encouraged but only to a small extent. 32% of the respondents believe that encouragement is given to a moderate extent. There are 15% of the respondents who believed that it is given to a great extent and 15% of the respondents believed that it is given to a very great extent. The modal class of the responses to this indicator was 3. This implied that on average, employees are moderately encouraged to talk to workers in other departments of this ministry about ideas for new projects.

When it came to on the job challenges, 8% of the respondents believed that there are no challenges in the job while 25% of the respondents believed challenges are there but only to a small extent. 22% of the respondents believed that challenges are there to a moderate extent. There are 33% of the respondents who believed that challenges are there to a great extent while 11% of the respondents believed that they are present to a very great extent. The modal class of the responses to this indicator was 4. This implied that on average, there is a lot of challenge in my job to a great extent. Generally the environment for employee risk-taking is good with modal of 3 to 5. Ministries should establish systems and incentives that will help to sustain employees' high desire to take risk, with a modal class of 5, while at the same time creating a risk-taking culture among employees in government ministries.

| Indicator | No t at all (1) | Smal l exten t (2) | Mode rate exten t (3) | Gr eat ext ent (4) | Very great exten t (5) | Mo dal Cla ss |
|--|--------------------------|-----------------------------|--------------------------------|--------------------------------|---------------------------------|------------------------|
| Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not | 8% | 26% | 19% | 27% | 19% | 4 |
| Employees in my ministry are often encouraged to take calculated risks with new ideas around here | 18% | 16% | 25% | 23% | 18% | 3 |
| The term "risk taker" is considered a positive attribute for employees in my ministry | 14% | 19% | 25% | 21% | 22% | 3 |
| This ministry supports many small and experimental projects realizing that some will undoubtedly fail | 19% | 22% | 18% | 27% | 14% | 4 |
| My supervisor will give me special recognition if my work performance is especially good | 22% | 18% | 16% | 23% | 21% | 4 |

| | | | | | | |
|--|-----|-----|-----|-----|-----|---|
| An employee with a good idea is often given free time to develop that idea | 19% | 21% | 19% | 27% | 14% | 4 |
| There is considerable desire among employees in the ministry for generating new ideas without regard to crossing departmental or functional boundaries | 16% | 16% | 23% | 19% | 25% | 5 |
| Employees are encouraged to talk to workers in other departments of this ministry about ideas for new projects | 16% | 22% | 32% | 15% | 15% | 3 |
| There is a lot of challenge in my job | 10% | 25% | 22% | 33% | 11% | 4 |

Table 1: Frequency table on Employee risk taking

A. PERCEIVED SERVICE QUALITY

Perceived service quality was assessed through tangibility, reliability, responsiveness, assurance and empathy. Analysis of the questions asked and their responses were presented in the frequency table 2 For the level of importance given to the indicator that the public were usually impressed by the physical appearance of the ministry's work environment and the staff; 14% respondents were in agreement that the public's perception and impression by the staff and physical appearance of the ministry's work environment was not at all considered important, 24% respondents believed that it was considered as not so important while 26% respondents agreed that it was only somewhat important. There are 17% respondents who agreed that it is considered as fairly important and 19% respondents believed that it was very important. The modal class of the responses to this indicator was 3. This implied 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 were 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 was considered as not so important while 18% respondents agreed that it was only somewhat important. There are 18% respondents who agreed that it was considered as fairly important and 18% respondents believed that it was 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 are not at all important. 24% respondents believed that it was considered as not so important while 28% respondents agreed that it was only somewhat important. There are 18% respondents who agreed that it is 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 implied 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 2: Frequency table on Service quality

Reliability was another aspect of service quality that was measured in different question and presented in table 3. 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 is considered as not at all important, 18% respondents believed that it was considered as not so important while 25% respondents agreed that it was only somewhat important. There are 24% respondents who agreed that it was 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 implied 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 is consistency in service delivery by the ministry; 7 respondents were in agreement that there being consistency in service delivery by the ministry is considered as not at all important, 31% respondents believed 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 implied 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 agree 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 implied 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) | Some what 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 3: Frequency table on Reliability in service performance

The questions addressing responsiveness as a measure of service quality were analyzed and presented in table 4. 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 is considered as not at all important, 18% respondents believed that it was considered as not so important while 18% respondents agreed that it is only somewhat important. There were 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 implied 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 is 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 believe that it was very important. The modal class of the responses to this indicator was 3. This implied 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 was considered as not so important while 26% respondents agreed that it is only somewhat important. There are 18% respondents who agree that it is 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 implied that on average, employees in the ministry being flexible in their approach to service delivery is not so important.

| Indicator | Not at all important (1) | Not So important (2) | Some what 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 4: Frequency table on Responsiveness

Another aspect of service quality that was measured and presented in table 5 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. is considered as not at all important, 24% respondents believed that it was considered as not so important while 26% respondents agree that it is only somewhat important. There

are 18% respondents who agreed that it is considered as fairly important and 24% respondents believed that it is very important. The modal class of the responses to this indicator was 3. This implied 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. It considered as not at all important, 24% respondents believed that it is considered as not so important while 26% respondents agreed that it was only somewhat important. There was 18% respondents who agree 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 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 is considered as not at all important, 25% respondents believed that it was considered as not so important while 18% respondents agrees 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 implied 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 5: Frequency table on Assurance

EMPATHY

The questions addressing empathy as a measure of perceived service quality were analyzed and presented in table

6. 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 agree that it is only somewhat important. There are 26% respondents who agreed that it was considered as fairly important and 19% respondents believed that it is 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 with the ministry is 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 were 28% respondents who agree 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 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 were in agreement that the public being able to access employees, services and information in my ministry without much problem is considered as not at all important, 21 respondents believed that it is considered as not so important while 33% respondents agreed that it is only somewhat important. There are 17% respondents who agreed that it is 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 implied 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) | Some what 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 | 4 | 21 | 33% | 17% | 15% | 3 |

access employees, services and information in my ministry without much problem.

Table 6: Frequency table on Empathy

B. CORRELATION ANALYSIS

Pearson product moment correlation analysis was conducted to establish the relationship between the study variables. The following section presents the correlation analysis results between employee risk taking and perceived service quality. As shown in table 7, there is a significant positive correlation between employee risk taking and perceived service quality at 0.05 level of significance. The correlation coefficient between perceived service quality and Employee risk taking is 0.381 which is weak but still significant with a p-value less than 0.05.

| | | Perceived service quality | Employee risk taking |
|---------------------------|------------------|---------------------------|----------------------|
| Perceived service quality | Pearson's ρ | 1 | .381** |
| | 2-tailed Sig. | | 0.001 |
| Employee risk taking | Pearson's ρ | .381** | 1 |
| | 2-tailed Sig. | 0.001 | |

** Correlation is significant at the 0.01 level (2-tailed).

Table 7: Correlation analysis

In order to be able to assess the influence that employee risk taking has on perceived service quality by government ministries in Kenya, the study fitted a regression model to determine the significance of the influence. Table 4.23 presents a summary of regression model results. The value of R and R² are .381a and 0.145 respectively. This showed that there was a positive linear relationship between Employee risk taking and perceived service quality by government ministries in Kenya.

The R² indicates that explanatory power of the independent variables was 0.145. This meant that 14.5% of the variation in perceived service quality by government ministries in Kenya was explained by Employee risk taking and the remaining 85.5% of the variation in the dependent variables was unexplained by this one predictor model but by other factors.

This implied that apart from risk taking, perceived service quality was influence by other factors, that is, employee innovativeness and proactiveness in this study. In some cases, risk taking was found not to be significant in influencing service performance (Lee & Lim, 2009). However, risk taking was one of the behaviours that enable employees to take advantage of opportunities in rendering better services to the public. It helps government ministries employees to exploit great, unforeseen opportunities that might enable them to serve the public better.

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|----------------------------|
| .381 | 0.145 | 0.133 | 0.931 |

Table 4.1: Model summary Employee risk taking and Perceived Service Quality

The ANOVA results showed that the influence of employee risk taking on perceived service quality was significant. The p-value of the F-statistic as shown in the ANOVA table was 0.000 which was less than 0.05 implying general significance of the one parameter model thus implying that employee risk taking significantly influences perceived service quality.

Government ministries' employees' risk taking propensity did not only exert a direct influence over perceived service quality, but also an effect in creating and maintaining a particular facet of the government ministries' climate that helps employees to have courage and confidence in dealing with situations that are not certain but which contribute to service efficiency. Embracing risk taking helps government ministries' employees to overcome fear of failure and stand out. Apart from the possibility of rendering quality services to the public that the risk taking behaviour might present, the confident disposition that the employee accrues from risk taking behaviour, improves the public's perception of the services rendered. If for example, a doctor at Kenyatta National hospital attends to a critically ill patient knowing their inability to pay for the medical services, it leaves the doctor more confident to make delicate decisions and the patient more satisfied and positive about the services at Kenyatta National Hospital.

| | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|------|
| Regression | 10.456 | 1 | 10.456 | 12.063 | .001 |
| Residual | 61.544 | 71 | 0.867 | | |
| Total | 72 | 72 | | | |

Table 4.2: ANOVA table Employee risk taking and Perceived Service Quality

The regression results revealed that employee risk taking has a significant positive influence on perceived service quality by government ministries in Kenya ($\beta=0.381$, p-value=0.00088) the p-value of the coefficient of employee risk taking is less than 0.05. The resulting regression model that predicts the level of perceived service quality for a given level of Employee risk taking is given by the equation below:

$$PQS = 0 + 0.381X$$

The model shows that every unit increase in the levels of Employee risk taking leads to a 0.381 increase in perceived service quality by government ministries in Kenya.

Employee risk taking represents a willingness to withstand uncertainty and mistakes as one explores new ideas, advocates unconventional or unpopular positions, or handles extremely challenging problems without obvious solutions, in order to increase the likelihood of accomplishment. As government ministries' employees therefore prudently take risk more and more in the daily discharge of their duties, the public will increasingly perceive services rendered by them as different and better.

| Variable | β coefficient | Std. Error | T | P-value. |
|----------------------|---------------------|------------|-------|----------|
| (Constant) | 0.000 | 0.109 | 0.000 | 1 |
| Employee risk taking | 0.381 | 0.11 | 3.473 | 0.00088 |

Table 4.3: Coefficients table Employee risk taking and Perceived Service Quality

C. HYPOTHESES TESTING

The objective of this study was to evaluate the influence of employee risk taking on perceived service quality by government ministries in Kenya. The study had postulated a hypothesis stated as H_0 , which was tested and used to draw conclusions on the relationship.

H_0 : Employee risk taking has no significant influence on perceived service quality by government ministries in Kenya.

The p-value of the t-statistic for this variable was found to be 0.000 which is less than 0.05. The null hypothesis was rejected and an alternative taken to conclude that Employee risk taking has a significant influence on perceived service quality by government ministries in Kenya.

V. SUMMARY OF THE FINDINGS

The study sought to establish the relationship between employee risk-taking and perceived service quality by government ministries in Kenya. The correlation coefficient of employee risk taking and perceived service quality was found to be 0.381 and is significant. This is the same value of the bivariate regression significant coefficient on the influence of employee risk taking on perceived service quality. The beta estimate of the coefficient of employee risk taking on the joint multivariate model was found to be 0.459. This is the influence of employee risk taking on perceived service quality considering the joint effect with other factors perceived service quality included in this study.

The relationship between employee risk taking and perceived service quality by government ministries in Kenya was hence found to be statistically significant and positive. This is because the p-value is less than the set value of 0.05 ($p - \text{value} = 0.000$).

While risk taking behaviour is considered a positive attribute for employees, not all employee risk taking behaviour results in positive outcome. This is because risk taking is about probability, meaning an employee's entrepreneurial behaviour may result into the desired outcome or may at the same time fail to achieve the desired results. This means therefore that it is advisable to undertake moderate risk-taking. It may also result to variations in service delivery since some risk taking behaviour may fail while in other instances what was intended may be achieved.

A. CONCLUSION

The study found out that employee risk taking had a statistically significant and positive influence on perceived service quality by government ministries in Kenya hence concluded that employee risk taking had significant and positive influence on perceived service quality by government ministries in Kenya.

B. RECOMMENDATION

Based on the fact that in this study, employee risk taking had a statistically significant and positive influence on perceived service quality by government ministries in Kenya,

the researcher recommends that, government ministries should foster risk taking behaviour among its employees.

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