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EFFECT OF CONSISTENCY AND ENTREPRENEURIAL ORIENTATION ON PERFORMANCE OF CHRISTIAN FAITH BASED HOTELS IN KENYA

RUTH WANJIKU MURIITHI¹; TERESIA KYALO²; JOSPHAT KINYANJUI³

^{1,2} School of Business, Karatina University, P. O Box 1957- 10101 Karatina.

³ School of Pure and Applied Science, Karatina University, P.O Box 1957-10101 Karatina

Abstract:

The purpose of this study was to determine the effect of consistency and Entrepreneurial Orientation (EO) on performance of Christian Faith Based Hotels (CFBHs) in Kenya. Consistency has captured interest throughout the last decade because of its important relationship between the concept itself and its outcome such as gaining competitive advantage and performance. Further, although Consistency is important to performance of Christian Faith Based Hotels, Entrepreneurial Orientation is key as it determines the success or failure of Hotels. There is little research that has been done to determine if entrepreneurial orientation moderates the relationship between consistency and performance of Christian Faith Based Hotels in Kenya. The study was guided by the use of the Denison's organizational model and used the mixed methods approach guided by a cross sectional survey research design. The population of the study included 72 managers and 1878 subordinate staff from 24 Christian Faith Based Hotels in Kenya and the sample size comprised 394 respondents. The data was analyzed using descriptive and inferential statistics. Based on the SEM and MMR models fitted to assess the objectives of the study, consistency was found to have a positive and significant influence on the performance of CFBH ($\beta=.103$, $CR=2.120$, $p\text{-value}=0.034$). The analysis found that Entrepreneurial Orientation had a moderating role on the relationship between consistency and performance of CFBH. Based on the MMR model a significant change in R was found due to addition of the interaction term ($R\text{-square change}=0.049$, $F\text{-change}=4.191$, $P\text{-value}=0.046$). With this, a conclusion was drawn that Entrepreneurial Orientation has a moderating role on the relationship between consistency and performance of Christian Faith Based Hotels in Kenya. This study is important to Christian Faith Based Hotels because it will guide in inculcating entrepreneurial culture.

KEY WORDS:

Consistency, Entrepreneurial Orientation and Organizational performance

Introduction

Consistency defines values and elements that form the basis of a strong organizational culture. Organizations tend to be effective because they have strong cultures and they are coherent, well-coordinated and integrated (Davenport, 1993; Saffold 1988). The subordinate staff behavior is based on a well-defined set of values and the leaders have the skills necessary to reach an agreement even when there are very different views (Block, 1991). Consistency creates a strong culture that is based on beliefs, values, symbols that are understood and supported by the staff. Consistency is a powerful source of stability and internal integration resulting from a mind-set common to all members of the organization and from a high degree of compliance (Denison and Mishra, 1995). This characteristic is known as a strong culture, as it involves strong collective values, a high level of consensus and integration. This statement comprises the three elements of this trait, namely 'core values', 'agreement' and 'coordination & integration' (Denison Consulting, retrieved in May 2013).

Those core values have to be deeply anchored in the organization and that is why centralization is important. As Weick (1987) states that consistency creates a homogenous set of assumptions and values which are anchored in the members of the organization and preserve coordination and centralization on a decentralized basis without surveillance. This stands in contrast to centralization by rules and regulations or standardization and hierarchy, because they require high surveillance (Weick, 1987). According to Denison and Mishra (1995), highly consistent cultures are often reluctant to change and adaptation, which is utterly important as stated before (Denison and Mishra, 1995).

The Christian Faith Based Enterprises stem from the need to realize proceeds for the Christian Faith Organizations (Gunther, 2004). Christian Faith Based Enterprises are organizations that make considerable social economic and spiritual impact on the communities through services such as hiring and placing into good employment the marginalized and under-employed of their flock to generally promote incremental wealth. The need to generate revenues for Christian Faith Based Organizations has forced them to invest in business enterprises in the quest of realizing proceeds for the organization. This assures greater growth of the organizations without relying heavily on the individual's contributions made by members and other benefactors (Evers, 2004). The Christian Faith Based Organizations invest in avenues which assure them sustainable income associated with the capacity to meet the needs of the public in terms of products and services. The capacity of

many Christian Faith Based Organizations to invest in the hotel industry is mainly spurred by the need to assure the members of the ability to access services at their comfort without compromising the faith in any manner owing to patronizing secular establishments (Glewwe, 2013). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

The emergence of entrepreneurial orientation has enriched literature on corporate entrepreneurship and venturing (Lyon, Lumpkin and Dess, 2000; Covin, Green and Slevin, 2006). Kandula, (2006) offer a brief, but encompassing and representative definition of Entrepreneurial Orientation as a firm's decision-making practices, managerial philosophies, and strategic behaviors that are entrepreneurial in nature. One of the best practices in a firm is the need to become more innovative in order to survive and grow in an ever increasing rapidly changing environment. In this context, Entrepreneurial orientation is more relevant than ever, as a viable means for existing organizations to continuously explore and exploit previously unexploited opportunities, thereby to implement them in a specific environment by maintaining consistency.. The identification and exploitation of entrepreneurial opportunities is the essence of entrepreneurship whereas the essence of consistency is in how these opportunities can be maintained as sustainable competitive advantages (Zahra & Covin, 1995).

A fundamental interest of researchers in consistency is to explain differences of enterprises in their value creation. This interest is increasingly shared by researchers in the field of entrepreneurship as well (Ireland, Hitt, Camp, & Sexton, 2001). Overall, the research is anchored on Denison Organizational Culture Model which emphasis that consistency in enterprises leads to higher performance especially when an enterprise is strong in all the four quadrants of this model (Denison, 2000).

1.2 Research Problem

The objective of consistency ranges from core values, agreement to coordination and integration, and with internal or external orientations. Linking the process of consistency to the expected performance requires attention to the role of contingencies. There is need to have Christian Faith Based Hotels engage enthusiastically by being consistent in order to achieve superior performance. However, there has been little evidence that exist for specific

relationships between consistency and performances of Christian Faith Based Hotels. Thus, the relationship remains blurred. Also there is no rich literature available that directly investigates the effect of consistency and entrepreneurial orientation and performance of Christian Faith Based Hotels. Specifically the impact of consistency is expected to depend on firm's entrepreneurial orientation. This was the rationale of conducting this research on effect of Consistency and Entrepreneurial Orientation on performance of Christian Faith Based Hotels.

1.3 Objectives of the Study

The objective of this study was to determine the effect of Consistency and Entrepreneurial Orientation on performance of Christian Faith Based Hotels in Kenya

2.0 LITERATURE REVIEW

This study analyzed the effect of consistency and entrepreneurial orientation on performance of Christian Faith Based Hotels in Kenya.

2.1 Consistency

Consistency has become a hot topic in the industry of hospitality since it can be applied to improve/enhance global competitiveness (Flynn, & Samson 1995). Firms that are consistent in their activities can accomplish the internal benefits such as improving quality, enhancing performance, or realizing better operating income (Corbett, 2005; Hendricks and Singhal, 1997). Secondly, from the firm performance perspective, careful design and implementation of consistent and documented quality management systems can contribute significantly to superior firm performance (Corbett et al., 2005). Consistency is focused not only on customer relationship and service quality, but also on the means to achieve it.

Consistency, therefore, uses quality assurance and control of processes as well as products to achieve more consistent quality products. Quality entrepreneurship on the other side consists of behaviours and actions that enhances the market process or strategies in which entrepreneurial firms can identify entrepreneurial opportunities where others cannot. It also helps firms to gather resources and strategically manage them to have a competitive advantage thus have superior performance (Cefis & Ciccarelli, 2005).

2.2 Entrepreneurial Orientation

Entrepreneurial Orientation (EO) has its origins in the literature on strategy and its importance lies in previous research which has shown that the greater the EO, the better the

firm's performance (Rauch, Wiklund, Lumpkin and Freese, 2009). The EO in a business is geared towards the recognition, evaluation and exploitation of business opportunities. However, research has shown that the EO-firm performance requires consideration of other variables. It is important to include contingent internal or external factors, to help a better understanding of the EO-firm performance relationship (Covin, Green and Slevin, 2006). The EO helps to characterize the company's behavior along a continuum that ranges from highly conservative to highly entrepreneurial and the company's position in this continuum describes its EO (Basso, Fayolle and Bouchard, 2009).

The prime dimensions in entrepreneurial orientation are innovativeness, risk taking, proactiveness, competitive aggressiveness and autonomy (Mossete, 2013).

Innovativeness reflects a firm's propensity to engage in and support the generation of processes and new markets (Rauch et al, 2009; Damanpour & Wischneusky, 2006; Lumpkin and Dess, 1996). Hult, Hurley & Knight (2004) suggested that innovativeness plays a significant role in solving business problems and challenges, which in turn provides firms with the ability to succeed. Risk-taking is considered as one of the major attributes of entrepreneurship and reflects to a firm's preparedness to venture into the unknown (Aloulou & Fayolle, 2005). Proactiveness is described as taking initiative by anticipating and pursuing new opportunities related to future demand and by getting involved in emerging markets (Lumpkin & Dess, 1996). Further Proactiveness refers to the extent to which a firm is a leader or a follower and is associated with aggressive posturing relative to competitors (Davis et al., 1991). A firm's Proactiveness is determined by its awareness of and responsiveness to market signals (Hughes & Morgan, 2007). Autonomy is described as an independence of an individual or team to develop business vision and carry it to completion. Competitive aggressiveness refers to enterprise's tendency to compete with its competitors directly and intensely. It also refers to entrepreneurs who live in culture of achievement oriented (Mossete, 2013).

2.3 Theoretical Framework

Robson (2002) states that a theory is an explanation of what is going on in the situation, phenomenon or what is being investigated, while Bull (1991) defines it as a set of interrelated constructs, definitions and propositions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining or predicting the phenomena. Schumpeter (1942) posits that innovation causes market dislocations, which allow the ascendance of new firms and the corresponding decline of the large incumbent

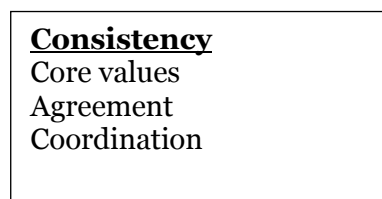
firms whose leadership positions they assume. This occurs through the introduction of a new commodity, new technology, new source of supply, new type of organization, resulting into competition which commands a decisive cost or quality advantage and which strikes not at the margins of the profits and the output of the existing firms but at their foundations and their very lives.

Davenport (1993) states that organizations tend to be effective where cultures are strong and are highly consistent, well-coordinated and well integrated. Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

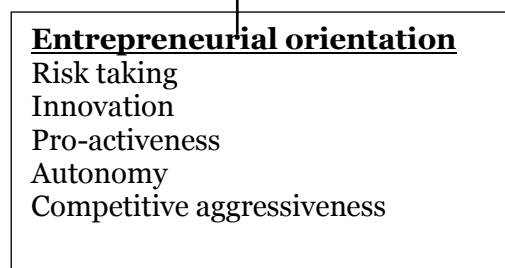
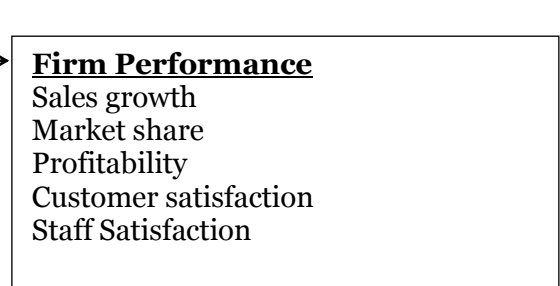
2.4 Conceptual Frameworks

The key variable in this study were categorized as independent variable, moderator and dependent variable. Mugenda (2008) explains that the independent variables are also called predictor variables because they predict the amount of variable of variation that occurs in another variable while dependent variable, also called criterion variable, is a variable that is influenced or changed by another variable. The dependent variable is the variable that the researcher wishes to explain. A moderator variable is a variable that alters the strength of the causal relationship (Frazier, Tix & Baron, 2004). The study adopted Denison Organizational culture Model

Independent Variable



Dependent Variable



Author: Researcher (2019)

2.5 Empirical review

Fey and Denison (2003) cite Senge stating, "Consistency is a source of stability and internal integration resulting from a common mindset". Lamberg, Tikkanen, Nokelainen, & Suur-Inkeroinen, (2009) propose a theoretical framework linking levels of strategic consistency with an organization's survival, summing up this relationship as follows: "Over time, the optimal level of strategic consistency means a balance between being fully consistent with the past on one hand, and being fully adaptive with environmental change on the other" Those core values have to be deeply anchored in the organization, which is why centralization is important (Yilmez & Elgun 2008).

Consistency strategy applies to teamwork, collaboration, standardization, and synergy (Rao, 2016). When business managers show consistent decision-making processes in the organization, employees develop trust and understand how the work they do influences the organization (Miguel, 2015). Mousavi et al. (2015) found that consistency strategy is one of the primary factors to create an effective organizational culture that leads to competitive superior performance in the organization. Givens (2012) agreed that consistency is one of the primary factors to create a strong organizational culture and improve employees performance in the organization. The consistency theme aligns with the body of literature and relates to the Denison organizational culture model, which was the conceptual framework of the study.

Several studies (Lumpkin & Sloat, 2001; Wiklund & Shepherd, 2003; Richard, Barntt, and Chadwick, 2004) have tested the moderating role of entrepreneurial orientation and firm performance and concluded that consistency in management is key in firm performance. Sine (2011) investigated the relationship between organizational culture (OC) and entrepreneurial orientation (EO). Njagi (2016) evaluated the relationship between entrepreneurial orientation and performance of small and medium enterprises in the automobile industry in Kenya.

Therefore, the study hypothesized that,

H01: There is no relationship between consistency and performance of Christian Faith Based Hotels in Kenya.

H02: Entrepreneurial orientation dimensions do not moderate the relationship between consistency and performance of Christian Faith Based Hotels in Kenya.

3.0 RESEARCH METHODOLOGY

This study was guided by an epistemological research philosophy and employed positivistic research paradigm. A mixed methods research guided by cross-sectional survey design was used. The target population of this study was composed of 72 hotel managers and 1878 subordinate staff from 24 registered Christian Faith Based Hotels in Nairobi and Mombasa.

Face validity was estimated by use of correlations between the objective and subjective items utilized in the scales. Content validity was assessed through review and verification of the extant literature for the items contained in the questionnaire. Finally, construct validity was assessed from the correlations of items. To establish the reliability of the research instruments, the test-retest method whereby the pilot study respondents were issued with questionnaires for them to fill and the same questionnaires were subjected to a retest to see how the response was. The reliability coefficient was computed using Pearson's Product Correlation Co-efficient.

This study used a dichotomous scale to elicit a Yes or No answer, open-ended questions to allow the respondents to add information that might not have been included in the closed-ended questions and Likert scale, developed by Rensis Likert, to examine how strongly subjects agree or disagree with a statement (Cooper & Schindler, 2011). In this study, Likert scales dominated the questionnaire. Quantitative data analysis required the use of computer spreadsheets and IBM Statistical Package for Social Sciences (SPSS) version 21.0 for window 7 for data entry, data cleaning and data analysis.

Inferential analysis was used as the basis of hypothesis testing and to draw conclusions on the objectives of the study. Structural Equation Modeling (SEM) and Moderated Multiple Regression (MMR) were used to fit statistical models used in hypothesis testing. SEM is a combination of confirmatory factor analysis and multiple regression analysis concerned with fitting a measurement model to assess the adequacy of measurement of the study latent constructs from the indicators followed by a confirmatory structural model using multiple regression analysis to assess the relationships and influences between latent constructs. The critical ratio (CR) of the coefficient estimates will be used to assess the influence of predictors on performance.

The Moderated Multiple Regression was used in this study to assess whether entrepreneurial orientation has a moderating effect on the relationship between consistency and performance.

of Christian faith-based hotels performance in Kenya. The R-square change statistics was used to draw a conclusion on the objective. The rejection criterion of this hypothesis is the p-value of the change statistics. The MMR model used ordinary least squares (OLS) estimation techniques while the SEM model used maximum likelihood estimation (MLE) which are both techniques based on the classical assumptions of linear modeling. The classical assumptions of normality, non-autocorrelation, homoscedasticity of the residuals and non multicollinearity if the predictors were tested for the models fitted and found not to be violated.

4.0 ANALYSIS FOR CONSISTENCY

Descriptive analysis was carried out to assess the responses on consistency. The variable consistency was measured in sub dimensions of core values, agreement and co-ordination with questionnaires that yielded 2 datasets from the subordinate employees and from the managers. Managers rated core values at a mean of 3.0 with a standard deviation of 1.3 which indicated that managers in Christian Faith Based Hotels believe that core values have been moderately implemented as indicated in table 1. Most of the managers (54.5%) denied that members of the organization share a set of values which create a sense of identity and a clear set of expectations (mean= 3.1; Sdv= 1.3). Several of them (60.0%) also disagreed that there is characteristics management style and a distinct set of management practices (mean= 2.9; Sdv= 1.2). They further doubted the existence of a clear and consistent set of values that govern the way they do business (mean= 2.9; Sdv= 1.4). This indicated that managers feel that core values in the Christian Faith Based Hotels are not enhanced as they should be.

Unlike the managers, subordinate staff in Christian Faith Based Hotels perceives that the core values in the hotels are well streamlined. As indicated in table 2, they rated the core values at a mean of 4.1 with a standard deviation of 0.8, an indication that subordinate staff in the Christian Faith Based Hotels is content with the extent of the core values. According to them, there is an ethical code that guides their behavior and tells them right from wrong (mean= 4.3; Sdv= 1.1); and ignoring core values gets one in trouble (mean= 4.3; Sdv= 0.7). They differed with the managers by affirming that there is a clear and consistent set of values in this company that governs the way business is done (mean= 4.1; Sdv= 0.8); and that there is a characteristic management style and a distinct set of management practices (mean= 4.0; Sdv= 0.7).

Managers rated the level of agreement in Christian Faith Based Hotels at a mean of 4.2 with a standard deviation of 0.7 as indicated in table 3. They strongly affirmed that there is clear

agreement about the right way and the wrong way to do things in the organization (mean= 4.5; Sdv= 0.6) and asserted that when disagreements occur, they work hard to achieve "Win-Win" solutions (mean= 4.4; Sdv= 0.7). They further indicated that, the organizations are able to reach agreement on critical issues (mean= 4.1; Sdv= 0.7); affirming that it is easy for them to reach consensus, even on difficult issues (mean= 4.0; Sdv= 1.0). This is an indication that in the Christian Faith Based Hotels, they strive to ensure harmony and co-existence amongst all.

Subordinate staff affirmed the managers' opinions on the promotion of agreement in the Christian Faith Based Hotels, rating it at a mean of 3.9 with a standard deviation of 0.9 as indicated in table 4. They concurred on how disagreements are solved (mean= 4.2; Sdv= 0.9), affirmed strong organizational culture (mean= 4.2; Sdv= 0.9) and the about the right way and the wrong way to do things (mean= 4.0; Sdv= 0.7). The subordinate staff also attested that it is easy to reach consensus, even on difficult issues (mean= 3.9; Sdv= 0.8). It was also apparent that the subordinate staff have minimal trouble reaching agreement on key issues (mean= 3.0; Sdv= 1.3). This implies that there is harmony and good co-existence among the subordinate staff in Christian Faith Based Hotels.

The managers rated the level of co-ordination and integration in Christian Faith Based Hotels at a mean of 3.7 with a standard deviation of 0.8 as indicated in table 5. This is an indication of a moderate level of co-ordination and integration in these hotels. Even so, the managers strongly expressed that different functions and units of the organization are able to work together well to achieve common goals (mean= 4.6; Sdv= 0.6). They also affirmed that it is easy to coordinate projects across functional units in the organization (mean= 4.1; Sdv= 0.7); and there is good alignment of goal across levels of this organization (mean= 4.0; Sdv= 0.7). They denied that working with someone from another part of the organization is like working with someone from a different company (mean= 1.9; Sdv= 0.9).

Subordinate staff concurred with the managers on the moderate level of co-ordination and integration in Christian Faith Based Hotels, rating it at a mean of 3.6 with a standard deviation of 0.8 as indicated in table 6. The subordinate staff however indicated that there is good alignment of goals across levels (mean= 3.9; Sdv= 0.8); and that the approach used to doing business is very consistent and predictable (mean= 3.9; Sdv= 1.0). They also echoed the managers in asserting that it is easy to coordinate projects across different parts of the organization (mean= 3.8; Sdv= 0.8); adding that people from different parts of the

organization share a common perspective (mean= 3.6; Sdv= 1.1). They however expressed doubt that working with someone from another part of this organization is like working with someone from a different organization (mean= 2.8; Sdv= 1.2). The findings are an affirmation that in deed there is moderate co-ordination and integration in the Christian Faith Based Hotels.

5.0 Data Analysis and Results

Structural Equation Models were fitted to assess the relationship between consistency and performance. According to Anderson and Gerbing 1988, SEM is a combination of factor analysis and multiple regression analysis which requires fitting a measurement model and a confirmatory structural model. Under the measurement model, the uni-dimensionality of the study constructs was assessed by studying the underlying structure of the constructs and variables for both the employee data and the management data collected. The measurement model is as presented in table 7. The data showed that the measurements exhibited construct validity for each of the 3 constructs that exhibited both convergent and discriminant validity for the retained indicators. The Average variances extracted (AVEs) for each construct which was all found to be above 0.5 implying convergent validity while the AVEs were all also found be greater than the squared correlations for the measurement indicators for each construct implying discriminant validity (Fornell & Larcker, 1991). From exploratory factor analysis, there are 7 observed indicators which had factor loadings less than 0.4 were found dropped for further analyses. The Keiser-Meyer Olkin (KMO) tests statistics for consistency and performance were found to be were found to be above the 0.5 threshold and the Bartlett's test of sphericity found to have a p-values which were less than 0.05 (Hair et al., 1998).

The second stage of Structural Equation Modeling was to construct the confirmatory structural models which used maximum likelihood estimation to fit regression models of the study constructs as measured by the retained indicators as shown in table 8. The structural models were fitted in steps without the moderating variable followed by a model including the moderating variable Entrepreneurial orientation (EO) and it's interaction with consistency. Model Fit Indices were computed and used to test the goodness of fit of the models to the data as shown in table. The results showed both absolute fitness using goodness of fit index (GFI) and Root mean square error approximation (RMSEA) and incremental fitness using comparative fit index (CFI) and Normal fit index (NFI).

The causal relationship between Consistency and performance of CFBH was assessed using the fitted structural models considering consistency as the latent independent variable and performance as the dependent variable. Both datasets (subordinate employees and managers), showed that Consistency significantly influence performance of CFBHs. The path diagrams are shown in figure 1 and figure 2 for the subordinate employees and managers' datasets respectively.

The significance of the coefficient estimated was determined by the critical ratio of the estimate that was found to be 3.645 as indicated in Table 9 which is greater than the 1.96 standard normal Z score at 0.05 level of significance. This implies that the coefficient estimate is significant thus further implying that consistency has a significant influence on performance of CFBHs. All the other path coefficient estimates as shown in the coefficients table also have CRs above 1.96 implying the measurements of the constructs retained from the measurement model significantly measure the constructs in the model.

From the management data, the coefficient estimate of consistency on performance was confirmed to be significant as shown in table 10. The path coefficient estimate of consistency 0.103 has a critical ratio (CR) of 2.120 which is greater than the tabulated 1.96 Z score at 0.05 level of significance. This implies that the coefficient estimate is significant. The results yield the equation below;

$$Y = .103X + \varepsilon$$

To assess the moderating effect of entrepreneurial orientation, the moderating variable Entrepreneurial Orientation was then included in the structural model with the interaction term between the moderator and consistency. Figure 3 shows the diagram of the model including Entrepreneurial Orientation. The results in table 11 show that the coefficient of EO is significant ($\beta = -.511$, C.R.=-3.023, P-value=.003). The coefficient of the interaction term is also significant ($\beta = .127$, C.R.=2.604, P-value=.009). Both CRs are greater than 1.96 standard normal Z-score in absolute terms. This implies that the coefficient estimates are significant. The significance of the interaction effect implies a significant positive moderating effect of EO on the relationship between Consistency and performance.

6.0 DISCUSSION AND CONCLUSION

Following the hypothesis tests carried out, the study drew a conclusion that consistency and significantly influence the performance of Christian Faith Based Hotels in Kenya.

Due to coordination of different units the staffs are able to achieve common goals and employees are able to reach agreement on critical issues. Although core values in the Christian Faith Based Hotels have been moderately implemented in these hotels; the subordinate staffs are content with the extent of the core values. It is also deduced that in these hotels, it is relatively easy to reach an agreement on different issues. There is harmony and good co-existence among the subordinate staff in Christian Faith Based Hotels. There is moderate co-ordination and integration in the Christian Faith Based Hotels.

It is apparent that the employees work cooperatively towards common goals which they feel mutually accountable and they work as a team to work to achieving the goals of organization.

Operations in Christian faith-based hotels are also flexible thus positively influencing performance of these organizations. They are flexible and are easy to change and there is cooperation in change creation and employees welcomes changes as long as it is for the good and growth of the hotel.

It can be concluded that Christian Faith Based Hotels have put in place long-term plan strategies with clear missions having been formulated to direct their actions. They have a culture that advocates for a strong strategic direction and intent. Although operationalization of goals and objectives in Christian Faith Based Hotels quite wants, subordinate staffs have a strong confidence in the effectiveness of operationalization of goals and objectives.

Table 1: Managers' Perception on Consistence of Core Values in their Respective Hotels

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
Members of the organization share a set of values which create a sense of identity and a clear set of expectations	-	54.5	10.9	5.5	29.1	3.1	1.3
There is characteristics management style and a distinct set of management practices	-	60.0	5.5	16.4	18.2	2.9	1.2
There is a clear and consistent set of values that governs the way we do business	9.1	45.5	10.9	10.9	23.6	2.9	1.4
Average						3.0	1.3

Source: Research Data (2017)

Table 2: Subordinate staff' Perception on Consistence of Core Values in their Respective Hotels

Core Values	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
The leaders and managers "practice	3.0	3.8	33.8	40.1	19.4	3.7	0.9

what they preach".

There is a characteristic management style and a distinct set of management practices.	2.1	2.1	10.5	67.9	17.3	4.0	0.7
There is a clear and consistent set of values that governs the way we do business.	-	5.1	8.9	56.1	30.0	4.1	0.8
Ignoring core values will get you in trouble.	0.8	2.5	5.1	52.3	39.2	4.3	0.7
There is an ethical code that guides our behavior and tells us right from wrong.	7.2	-	2.5	34.2	56.1	4.3	1.1
Average						4.1	0.8

Source: Research Data (2018)

Table 3: Managers' Perception on Consistence of Agreement within their Respective Hotel

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
The organization is able to reach agreement on critical issues	-	-	21.8	47.3	30.9	4.1	0.7
When disagreements occur, we work hard to achieve "Win-Win" solutions	-	-	16.4	30.9	52.7	4.4	0.7
There is clear agreement about the right way and the wrong way to do things in this organization	-	-	3.6	45.5	50.9	4.5	0.6
It is easy for us to reach consensus, even on difficult issues	3.6	5.5	5.5	54.5	30.9	4.0	1.0
Average						4.2	0.7

Source: Research Data (2018)

Table 4: Subordinate staff' Perception on Consistence of Agreement within their Respective Hotel

Agreement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
When disagreements occur, we work hard to achieve "win-win" solutions.	2.5	1.3	12.7	45.6	38.0	4.2	0.9
There is a "strong organizational" culture.	2.5	2.1	9.7	48.5	37.1	4.2	0.9
It is easy to reach consensus, even on difficult issues.	-	2.1	30.4	44.7	22.8	3.9	0.8
We often have trouble reaching agreement on key issues.	14.8	19.8	23.6	29.5	12.2	3.0	1.3
There is a clear agreement about the right way and the wrong way to do things.	-	3.4	12.7	61.2	22.8	4.0	0.7
Average						3.9	0.9

Source: Research Data (2018)

Table 5: Managers' Perception on Consistence of Co-ordination & Integration

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
Different functions and units of the organization are able to work together well to achieve common goals	-	-	7.3	23.6	69.1	4.6	0.6
The approach to doing business is very consistent and predictable	-	10.9	18.2	45.5	25.5	3.9	0.9
There is good alignment of goal across levels of this organization	-	-	29.1	45.5	25.5	4.0	0.7
Working with someone from another part of this organization is like working with someone from a different company	36.4	43.6	9.1	10.9	-	1.9	0.9
It is easy to coordinate projects across functional units in this organization	-	-	21.8	41.8	36.4	4.1	0.7
Average						3.7	0.8

Table 6: Subordinate staff' Perception on Consistence of Co-ordination & Integration

Co-ordination & Integration	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Sdv
Our approach to doing business is very consistent and predictable.	4.6	4.6	12.2	56.1	22.4	3.9	1.0
People from different parts of the organization share a common perspective.	8.0	3.4	25.7	44.3	18.6	3.6	1.1
It is easy to coordinate projects across different parts of the organization.	-	5.5	26.2	48.5	19.8	3.8	0.8
Working with someone from another part of this organization is like working with someone from a different organization.	18.6	21.1	24.5	30.4	5.5	2.8	1.2
There is good alignment of goals across levels.	1.3	5.9	14.3	61.2	17.3	3.9	0.8
Average						3.6	1.0

Source: Research Data (2018)

Table 7: Measurement model summary statistics

		Factor Loading	Squared multiple correlations	AVE	KMO
Consistency	ConsistencyA4	0.507	0.200	0.755	KMO = 0.751 Bartlett's χ^2 = 450.301 P-value = 0.000
	ConsistencyB1	-0.465	0.107		
	ConsistencyB2	-0.879	0.589		
	ConsistencyB4	-0.429	0.762		

	ConsistencyC1	0.956	0.706		
	ConsistencyC2	0.917	0.360		
	ConsistencyC3	0.938	0.770		
	ConsistencyC4	0.948	0.488		
Performance	Performance1	0.806	0.612	0.700	KMO = 0.671 Bartlett's $\chi^2 =$ 481.169 P-value = 0.000
	Performance3	0.570	0.233		
	Performance4	0.697	0.445		
	Performance5	0.726	0.522		
	Performance6	0.837	0.741		
	Performance7	0.735	0.495		
	Performance8	0.543	0.225		
	Performance9	0.566	0.273		
	Performance10	0.677	0.360		
	Performance11	0.781	0.495		
	Performance12	0.709	0.471		
	Entre Orientation	EntreOrientation1	0.580		
EntreOrientation2		0.656	0.333		
EntreOrientation3		0.690	0.522		
EntreOrientation4		0.830	0.410		
EntreOrientation5		0.791	0.616		
EntreOrientation6		0.437	0.176		
EntreOrientation7		0.531	0.206		
EntreOrientation8		0.795	0.568		
EntreOrientation9		0.703	0.391		
EntreOrientation10		0.818	0.703		
EntreOrientation11		0.800	0.573		
EntreOrientation12		0.597	0.244		

Table 8: Model fit indices

Data	Statistic	Chi-square		CFI	NFI	GFI	SRMR	RMSEA	PGFI	PNFI
		χ^2	Sig.							
Mgt.	Statistic	730.941	0.000	0.891	0.824	0.815	0.068	0.061	0.521	0.554
Sub	Statistic	944.542	0.000	0.909	0.600	0.200	0.076	0.072	0.546	0.532
	Cut-off	P-value <0.05		≥ 0.9	≥ 0.9	≥ 0.9	≤ 0.08	≤ 0.08	≥ 0.5	≥ 0.5

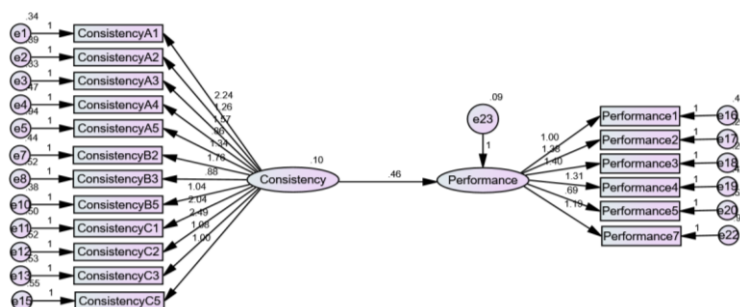
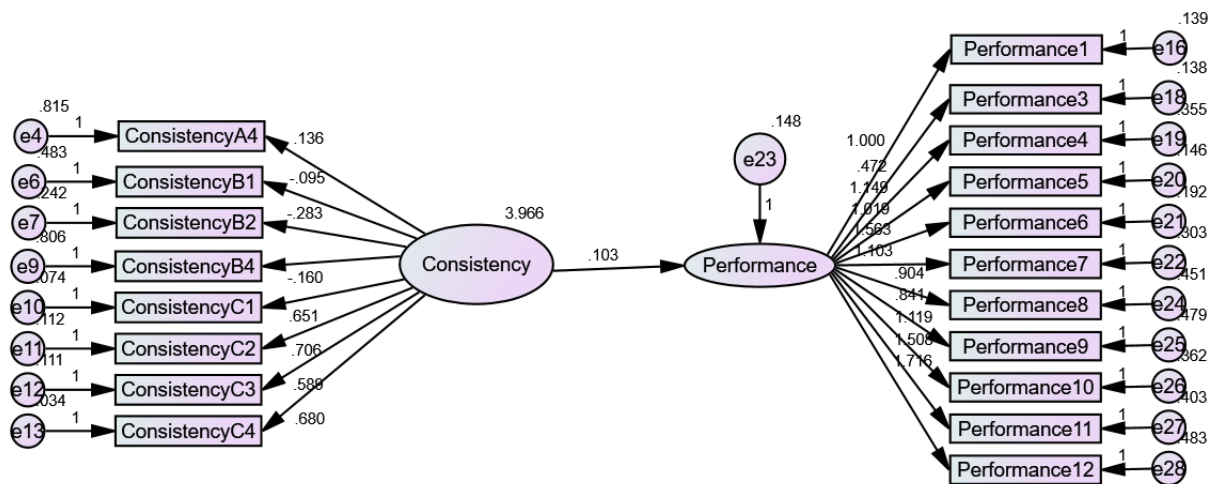


Figure 1: Path diagram on Consistency and performance (subordinate data)**Figure 2: Path diagram on Consistency and performance (managers' data)****Table 9: Regression Weights on Consistency and performance (subordinate data)**

			Estimate	S.E.	C.R.	P
Performance	<---	Consistency	.459	.126	3.645	***
ConsistencyB3	<---	Consistency	.883	.212	4.167	***
Performance4	<---	Performance	1.314	.246	5.334	***
ConsistencyB2	<---	Consistency	1.761	.319	5.525	***
ConsistencyA5	<---	Consistency	1.342	.302	4.439	***
ConsistencyA4	<---	Consistency	.855	.203	4.204	***
ConsistencyA3	<---	Consistency	1.568	.282	5.558	***
ConsistencyA2	<---	Consistency	1.255	.244	5.149	***
ConsistencyA1	<---	Consistency	2.236	.383	5.831	***
ConsistencyB5	<---	Consistency	1.045	.215	4.862	***
ConsistencyC1	<---	Consistency	2.037	.364	5.601	***
ConsistencyC2	<---	Consistency	2.491	.432	5.764	***
ConsistencyC3	<---	Consistency	1.078	.235	4.586	***
ConsistencyC5	<---	Consistency	1.000			
Performance3	<---	Performance	1.396	.238	5.855	***
Performance2	<---	Performance	1.381	.236	5.859	***
Performance1	<---	Performance	1.000			
Performance5	<---	Performance	.687	.190	3.614	***
Performance7	<---	Performance	1.190	.276	4.306	***

Table 7: Regression Weights on Consistency and performance (managers' data)

			Estimate	S.E.	C.R.	P
Performance	<---	Consistency	.103	.049	2.120	.034
Performance1	<---	Performance	1.000			
Performance3	<---	Performance	.472	.135	3.497	***
Performance4	<---	Performance	1.149	.242	4.752	***
Performance5	<---	Performance	1.019	.179	5.709	***
Performance6	<---	Performance	1.563	.243	6.429	***
Performance7	<---	Performance	1.103	.226	4.869	***
Performance8	<---	Performance	.904	.246	3.668	***
Performance9	<---	Performance	.841	.249	3.376	***
Performance10	<---	Performance	1.119	.241	4.644	***

Performance11	<---	Performance	1.508	.280	5.382	***
Performance12	<---	Performance	1.716	.312	5.493	***
ConsistencyB4	<---	Consistency	-.160	.101	-1.580	.114
ConsistencyB2	<---	Consistency	-.283	.146	-1.937	.053
ConsistencyB1	<---	Consistency	-.095			
ConsistencyA4	<---	Consistency	.136	.092	1.475	.140
ConsistencyC1	<---	Consistency	.651	.328	1.988	.047
ConsistencyC2	<---	Consistency	.706	.355	1.987	.047
ConsistencyC3	<---	Consistency	.589	.297	1.985	.047
ConsistencyC4	<---	Consistency	.680	.342	1.989	.047

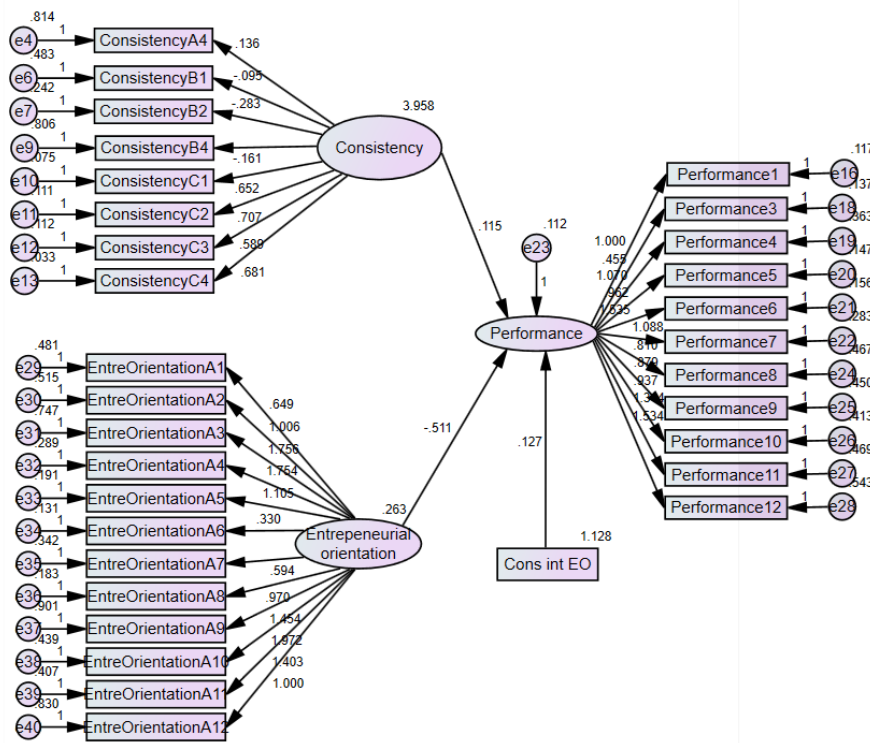


Figure 3: Path diagram on the moderating effect of EO

Table 11: Regression Weights on the moderating effect of EO

			Estimate	S.E.	C.R.	P
Performance	<---	Consistency	.115	.054	2.144	.032
Performance	<---	EO	-.511	.169	-3.023	.003
Performance	<---	Consistency interaction EO	.127	.049	2.604	.009

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