

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE,
ENTREPRENEURIAL ORIENTATION AND PERFORMANCE OF
CHRISTIAN FAITH BASED HOTELS IN KENYA**

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**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT FOR THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ENTREPRENEURSHIP OF KARATINA
UNIVERSITY**

OCTOBER, 2019

ABSTRACT

The alliance between Christianity and entrepreneurship has had an immense impact on the Kenyan economic performance and thus the connection between economic development and Christianity activity cannot be underscored. However empirical evidence shows that the Christian Faith Based Hotels (CFBH) fail to play the expected dual role of social and economic development in Kenya and found that most of them failed to realize the expected ideals owing to the fact that they were premised on the social enterprise approach. The purpose of this study was to assess the relationship between organizational culture, entrepreneurial orientation, and performance of Christian Faith Based Hotels in Kenya. The study specifically sought to establish whether employees' involvement, consistency, adaptability and mission influence performance of CFBH and whether entrepreneurial orientation moderates the relationship between organizational culture and performance of CFBH. This study was anchored on the epistemology philosophy and adopted a positivist approach. The study used the mixed methods approach guided by a cross sectional survey research design. A pilot study was done in order to check the validity and reliability of the instruments. Reliability was checked using Cronbach alpha which revealed that all the study variables had adequate reliability with Cronbach alpha coefficients greater than 0.7. Both content and construct validity were assessed and found to be exhibited. Construct validity was assessed by convergent validity and discriminant validity based on factor analysis results. The population of the study included 72 managers and 1878 subordinate staff from 24 Christian faith based hotels in Nairobi and Mombasa. The sample size comprised 394 respondents as determined by the Krejcie and Morgan Table. The data was analyzed using descriptive and inferential statistics. Confirmatory factor analysis was used to reduce the dimensions of the indicators to latent constructs that were used for inferential analysis. Structural equation models (SEM) were fitted to assess the causal relationships between the independent variables (organizational culture) and performance. From the analysis carried out, all the four variables of organization culture (involvement, consistency adaptability and mission) were concluded to have significant effects on performance of Christian Faith Based Hotels. The coefficient estimates had Critical ratios (C.Rs.) greater than 1.96 Z-score at 5% level of significance. The coefficients of the independent variables involvement, consistency adaptability and mission on performance of Christian Faith Based Hotels were found to be 1.273, 0.103, 0.132 and 0.325 respectively with critical ratios 2.297, 2.120, 2.455 and 5.412 respectively. The study also established that Entrepreneurial Orientation has a significant moderating effect on the relationship between organization culture and performance. In light of these findings, the study recommends that Christian Faith Based Hotels encourage entrepreneurial orientation and create a distinct set of Organisational Culture traits that would guide organisational performance. The findings are of great significance to management of CFBH as they guide in the re-orientation of these organisations towards an entrepreneurial mindset and assist in creating the avenues they can exploit to fulfill their obligation to stakeholders.