



Business & Social Science  
IJRBS

## Research in Business & Social Science

IJRBS VOL 11 NO 4 (2022) ISSN: 2147-4478

Available online at [www.ssbfnct.com](http://www.ssbfnct.com)

Journal homepage: <https://www.ssbfnct.com/ojs/index.php/ijrbs>

# The relationship between mission and performance of Christian faith-based hotels in Kenya

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### ARTICLE INFO

#### Article history:

Received 07 March 2022

Received in rev. form 23 May 2022

Accepted 29 May 2022

#### Keywords:

Organisational culture mission, performance, Christian Faith Based Hotels

#### JEL Classification:

O15

### ABSTRACT

*The purpose of this study was to determine the relationship between the mission and Performance of Christian Faith-Based Hotels (CFBHs) in Kenya. Mission defines a significant long-term direction for the organization. There is little research that has been done on the relationship between the Mission and Performance of CFBHs in developing countries like Kenya. The objective of the study was to assess the relationship between the mission and Performance of Christian Faith-Based Hotels in Kenya. The study was guided by Denison's organizational model and used the mixed methods approach guided by a cross-sectional survey research design. The population of this study was 1950 staff members, (72 managers and 1878 subordinate staff) from 24 Christian Faith-Based Hotels in Kenya. Stratified sampling was used where 322 subordinate staff were selected proportionate to the strata size while all the 72 managers were included in the study yielded a total of 394 respondents. Simple random sampling was used to select respondents in each stratum. Data were analyzed using descriptive and inferential statistics. The findings revealed that the dimensions of the mission had a significant influence on the performance of CFBHs in Kenya with a coefficient estimate of 0.325 and a critical ratio of 5.412 which is greater than the 1.96 Z score at a 5% level of significance. This study concluded that there is the relationship between mission and the performance of Christian Faith-Based Hotels in Kenya and recommends that more studies on Christian Faith-based Hotels be done.*

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## Introduction

Organisational culture Mission defines a significant long-term direction for the organization. Successful organizations have a well-defined purpose and a direction defining the organizational and strategic objectives which express the company's vision for the future (Daft, 2005). The mission reflects a clear, concrete direction both for the company and for its members. The mission of a company is essential, as it is the basis for the concept of survival. As a consensus, the mission is the foundation for the organizational goals and strategic objectives and expresses a vision of how the organization will look into the future (Schneider, 2012). This trait consists of three sub points (Denison, 2013). 'Strategic direction and intent' is the first and concerns the priorities in an organization and operationalizes the vision of the organization. According to (Denison, 2013).the strategic direction is very important as it provides structure and clarity for the members of the organization. The second is the 'the goals and objectives.' Those are short-term goals that illustrate the connection between the vision and the strategy in an employee's daily activities. The third is the 'vision'. The vision is the purpose of the business, and what it is ultimately trying to achieve (Denison, 2013). Denison (1990), states that the vision of an organization represents its most important values and, moreover, an emotional connection between the employees. Performance is a dynamic and complex concept which has been conceptualized in two ways namely the drivers of performance and the results of performance (Denison, 2013). Organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, profitability, customers, and market share. Performance may be measured by both quantitative and qualitative

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<https://doi.org/10.20525/ijrbs.v11i4.1811>

methods (Denison, 2013). This study used financial measures of profitability and sales growth and non-financial measures of market share, customer quality service as well as employee satisfaction.

There is a close relationship between organisational culture mission and performance though this relationship has not been researched exhaustively (Schneider, 2012). Over the past decade, a great deal has been written about the mission and the important role it plays in the successful performance of organizations (Denison 1990, Denison and Mishra 1995; Denison and Fey 2003; Daft 1998, Fisher and Alford 2000; Denison, Haaland & Goeltzer 2004; Denison, Ward & Lief 2004, Denison 2007, Amah, 2009, and Ongori, 2009). Despite this growth of scholarly publications on mission and organizational performance little empirical evidence exist in developing countries especially Kenya. There has been also a call by Denison, Haaland, and Goelzer, (2004) to investigate the organisational culture phenomenon in different cultural contexts, particularly in non-western Nations. It is against this background that this research sought to assess the relationship between organisational culture mission and performance in Christian faith-based hotels in Kenya.

This study aims to assess the Relationship between Mission and performance of Christian Faith Based Hotels in Kenya.

## Literature Review

### Theoretical Background

#### *Completive advantage Theory*

When an enterprise sustains profits that exceed the average for its industry, the firm is said to possess competitive advantage over its rivals. The goal of much of business strategy is to achieve a sustainable competitive advantage (Barney & Hesterly, 2006). Smit (2010) identified two basic types of competitive advantage which are cost and differentiation advantage. Cost Advantage exists when the enterprise is able to deliver the same benefits as competitors but at a lower cost while differentiation advantage are the core benefits that a firm obtains which exceed those of competing products. Cost and differentiation advantages are known as positional advantages since they describe the enterprise' position in the industry as a leader in either cost or differentiation. Hotels should strive for unique characteristics in order to distinguish themselves from competitors in the eyes of their consumers (Gehrels, 2007).

The theory is relevant to this study as CFBH create new advantages that will give them a new step ahead of their competitors through differentiation. They need to possess unique advantages in relation to their competitors if they are to survive especially in the global competitive environment and if they are to improve their market share.

#### *Denison Organizational Culture Model*

The model underlying the Denison Organizational Culture Survey is based on the four cultural traits of Involvement, Consistency, Adaptability and Mission that have been developed through Dr. Denison's research. For each of these four traits, the model defines three indices of managerial practice (Denison, 2006): (1) Adaptability (creating change, customer focus, and organizational learning), (2) Mission (strategic direction and intent, goals and objectives and vision), (3) Involvement (empowerment, team orientation, and capability development), and (4) Consistency (core values, agreement, coordination and integration).

Successful organizations have a well-defined purpose and a direction defining the organizational and strategic objectives which express the company's mission. (Denison, 2013). The mission reflects a clear, concrete direction both for the company and for its members. The mission of a company is essential, as it is the basis for the concept of survival. As a consensus, the mission is the foundation for the organizational goals and strategic objectives and expresses a vision of how the organization will look into the future (Denison, 2013). 'Strategic direction and intent' is the first and concerns the priorities in an organization. The second is the 'the goals and objectives that illustrate the strategy in an employee's daily activities. The third is the 'vision' which is the purpose of the business, what it is ultimately trying to achieve (Denison, 2013). Denison (2001), states that the mission of an organization represents its most important values and, moreover, an emotional connection between the employees.

#### *Mission and Organizational Performance*

Research indicates that organizations lacking a clear mission experience poor financial outcome (Eisenhardt & Brown, 1998). Several studies have been carried out to explore the assumed relationship between an organization's mission statement and performance (Stone, 1996). David and David (2003) argued that mission statement has a substantial impact on both employee's performance and organizational performance. Nonetheless, research of the impact of mission statement on performance is still rare and quite problematical (Kirk & Nolan, 2005). Moreover, empirical results show contradictory results (Atrill, Omran & Pointon, 2005; Palmer & Short, 2008). In fact, small number of studies has sought either to establish a direct linkage between existence and non-existence of mission statement and organizational performance, or between the components of mission statement and performance (Alavi & Karami, 2009; Bart & Baetz, 1998; Kirk & Nolan, 2005; Pearce & David, 1987).

In a study conducted by Alavi and Karami (2009) on Relationship between Mission Statements and firm performance in the small and medium sized enterprises (SMEs) indicated that 72% of the examined Chief Executive Officers (CEO's) believe the existence of formal and written mission statement has a great impact on enhancing organizational performance. Gharleghi, Nikbakht and Bahar (2011) have found a positive relationship between mission statement characteristics (clearness, completeness, reality, practically, the amount of employees and managers awareness, the amount of the acceptance, flexibility, attention to stakeholders, and distinctiveness

of the mission statement) and organizational performance. Dermol (2012) examined the relationship between mission statement and performance in 394 Slovenian companies; the results showed that value added performance as a measure of performance is the only measure associated with existence of mission statement, while the other measures ROA and ROE did not have relationships with mission statements' components. Palmer and Short (2008) analyzed mission statement of Association to Advance Collegiate School of Business (AACSB) schools in USA. The main results indicate that business school missions lacked of comprehensiveness. They concluded that the differences in performance in business schools were attributed to mission components.

Similarly, Alavi and Karami (2009), on Relationship between Mission Statements and firm performance in the small and medium sized enterprises (SMEs) found the existence of mission statements is associated with organizational performance. Collins and Porras (1991), in their study on Organisational Vision and Visionary Organisations showed that firms that revealed mission statements and corporate philosophy do better than firms without. They concluded that mission statement has a significant positive impact on motivating employees and attaining competitive advantage. Likewise, Green and Medlin (2003) on their study on the link between mission statement and organisational performance found a significant positive relationship between the financial performance and the quality and completeness of mission statements.

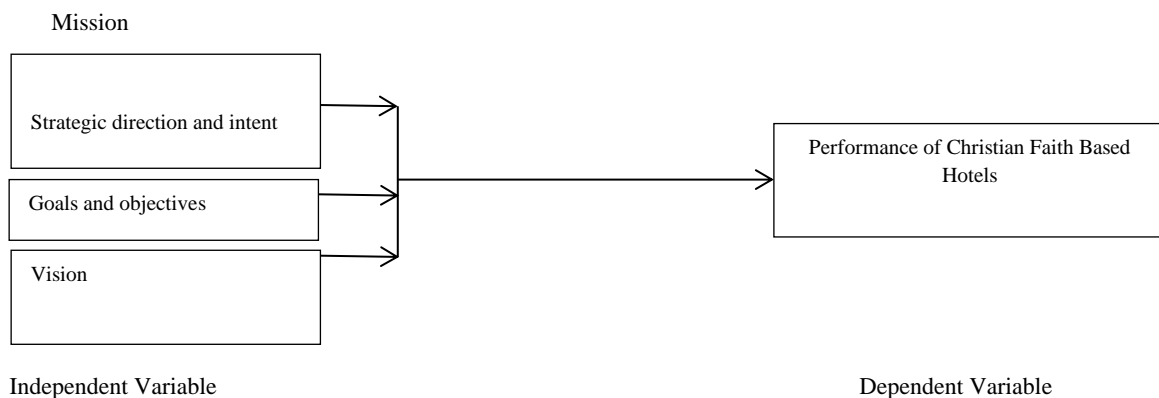
On the other hand, notwithstanding that some studies have not found a relationship or weakness between mission statement's components and performance. For instance, a study conducted by Bartkus, Glassman and McAFEE (2006) indicated that there is no positive relationship between most components of mission statements and firm performance. However, the only component among others that have a positive association with firm performance is values and philosophy component. Williams (2008) investigated the link between mission statements and financial performance of Fortune; 1000 firms on the 2006 list by assessing the components of mission statement of higher-performing and lower performing firms. The results show while the mission statements of higher performing firms included more components (eight of nine) in their mission statement comparing to lower performing firms, the differences were only significant for three (survival, public image and employees) of nine components. Analoui and Karami, (2002) demonstrated that high performer organizations do not necessarily have a more comprehensive mission statement than the lower performer organizations.

Bart, (2001) acknowledged that while there is a positive relationship between mission statement and non-financial measures of performance representing by satisfaction, behavior, commitment and mission – organizational performance, there is no relationship between financial performance and mission statement. A study conducted by Sufi and Lyons (2003) also revealed a significant positive relationship only between mission statement and annual turnover among other measures of performance (return on equity and net profit margin). Sidhu (2003) found a positive relationship between performance and mission statements. However, he confirmed that the relationship and performance can be seen through the work of satisfaction (Harter, Schmidt & Hayes, 2002). a first recent systematic review study covered the last 20 years of empirical research of mission statements and performance. The result of meta-analysis technique of 14 studies has indicated a small positive effect of missions' statements on financial performance. They also found based on the content analysis of mission statement and performance, that there are no differences in the performance of organizations that have mission statement and organizations' without, where the positive relationship is limited to exist between mission statements and non-financial measures.

**Research Hypothesis**

To examine how the independent variable influences the dependent variable, the study was guided by the null hypothesis:

H<sub>0</sub>: There is no relationship between mission and Christian faith-based hotels performance in Kenya.



**Figure 1:** Conceptual framework

## Research and Methodology

### Research design

This study was guided by an epistemological research philosophy and employed the positivistic research paradigm. Mixed methods research guided by a cross-sectional survey design considering a causal approach. The causal approach calling for the use of statistical estimation techniques to fit the model to draw conclusions on the objectives of the study. To achieve the above, inferential statistics was for analysis and hypothesis testing. Hypotheses tested indicated that the sub dimensions of Mission influence performance of Christian based hotels in Kenya.

### Sampling design and procedures

The targeted population in this study consisted of 1950 employees from 24 registered Christian faith-based hotels in Nairobi and Mombasa. The population breakdown comprised of 72 management level employees and 1878 subordinate staff. For sampling of respondents to participate in the study, stratified sampling was used the rated hotels and unrated hotels as a stratification factor. Simple random sampling was used for random selection of respondents in each stratum. The resulting sample size consisted of 72 managers and 322 subordinate staffs that were evenly distributed in the two study areas based on the strength of the population which yielded a total of 394 sampled respondents.

### Data collection

Primary data was collected using self-administered semi-structured questionnaires. There were two sets of questionnaires, for the management level employees and subordinate staffs. Closed-ended questions based on a 5 Likert's scale were used to measure the study variables. 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. A pilot test was conducted to enhance the questionnaire design by modifying the survey based on feedback from the pilot test and subsequently implementing the revised survey.

### Data analysis and presentation

Both descriptive and inferential analyses were carried out to describe the characteristics of the study variables and assess the causal relationship between mission and performance of Christian faith-based hotels. To determine the causal relationships, Structural Equation Models (SEMs) were fitted which is often used to assess causal relationships between constructs that are unobserved directly but measured using proxy indicators. The process is a combination of confirmatory factor analysis and multiple regression analysis. Structural equation modelling was carried out using the statistical software AMOS (Analysis of Moment structures). Classical assumptions of statistical model estimations were tested to assess whether the fitted models were in violation of the assumptions of normality, linearity, homoscedasticity, non-autocorrelation and non-multicollinearity. The SEM models were tested for model fitness and coefficient estimates tested for significance using the critical ratios and p-values. The p-values were also used as the rejection criteria for the hypotheses.

**Table 1:** Operationalization of study variables

Variables	Definition of Indicators	Measure
<b>Mission Strategic Direction and Intent Goals and Objectives Vision</b>	Long-term purpose and direction. Approach of competition within the industry Clarity of mission and strategy that gives meaning Set goals and objectives that are ambitious, but realistic Monitoring and evaluation of the hotel performance	Likert type scale strongly agree to 5) strongly disagree
<b>Performance Guests' satisfaction Staff satisfaction Hotel efficiency and returns</b>	Level of Guest Satisfaction Willingness of guests to recommend the hotel to others Guests willingness to return Credit collection period Hotel occupancy rate Hotel revenue per room Reservations efficiency Food and beverage costs efficiency Check in Check out efficiency Staff turnover Training and recruitment procedures	Likert type scale strongly agree to 5) strongly disagree

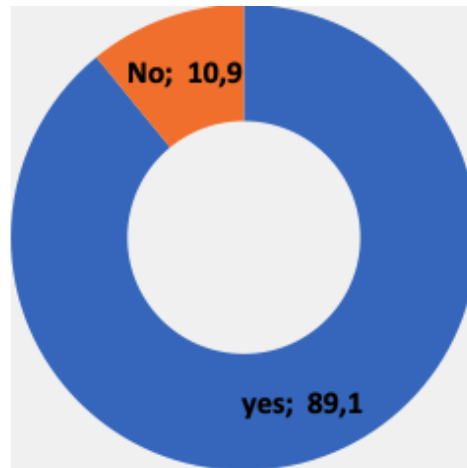
## Analysis and Findings

From the 394 sampled participants, a total of 292 administered questionnaires were completed and returned which translated to a 74.1% response rate. The response rate of 74.1% was considered adequate basing on arguments by Richardson (2005) and Edward et al (2002). According to Edwards et al (2002), a response rate of below 60% is considered poor while of between 60% and 80% is adequate. Richardson (2005), however regarded a response rate of 50% as adequate in social research.

### Organizational Cultural Mission Trait in Christian Faith Based Hotels

Most responses to the questions used as indicators to measure mission measured on a Likert scale were coded based on the ordinal measurements where 1=strongly disagree, 2=disagree, 3= somehow agree, 4= agree and 5 strongly agree.

In addition, majority of them (89.1%) also indicated that the hotels have a clear mission that gives meaning and direction to their work. This is an indication that Christian faith-based hotels have formulated clear missions that direct their actions.



**Figure 2:** Managers Perception on Clarity of Mission; *Source:* Research Data 2018

The subordinate staff rated strategic direction and intent at a mean of 3.8 with a standard deviation of 0.9. This is an indication that there is high level of strategic direction and intent in Christian faith-based hotels. They particularly confessed that there is a long-term purpose and direction (mean= 4.3; Sdv= 0.7) and that there is a clear mission that gives meaning and direction to our work (mean= 4.3; Sdv= 0.7). This implies that Christian Faith-Based Hotels have a culture that advocates for a strong strategic direction and intent.

**Table 2:** Subordinate staff Perception on Strategic Direction & Intent of their Hotel

Statement	1	2	3	4	5	Mean	Sdv
There is a long-term purpose and direction.	-	1.3	10.5	45.6	42.6	4.3	0.7
Our strategy leads other organizations to change the way they compete in the industry.	2.1	-	24.5	52.3	21.1	3.9	0.8
There is a clear mission that gives meaning and direction to our work.	-	1.3	10.1	45.6	43.0	4.3	0.7
There is a clear strategy for the future.	-	8.9	13.1	45.6	32.5	4.0	0.9
Our strategic direction is unclear to me.	36.3	28.7	6.8	12.7	15.6	2.4	1.5
<b>Average</b>						<b>3.8</b>	<b>0.9</b>

**Source:** Research Data 2018

Regarding mission of the hotels (Table 1), managers rated perceptions towards goals and objectives at a mean of 2.3 with a standard deviation of 1.1. The mean score being less than 3 is an indication that managers in Christian faith-based hotels do not agree that the hotels have a culture set and operationalize goals and objectives.

**Table 3:** Managers’ Perception on Goals and Objectives in their Hotels

Statement	1	2	3	4	5	Mean	Sdv
There is wide spread agreement about goals	34.5	23.6	18.2	5.5	18.2	2.5	1.5
Leaders set goals that are ambitious, but realistic	29.1	41.8	16.4	-	12.7	2.3	1.2
The leadership has 'gone on record' about the objectives we are trying to meet	12.7	50.9	30.9	5.5	-	2.3	0.8
We continuously track our progress against our stated goals	18.2	63.6	9.1	9.1	-	2.1	0.8
People understand what needs to be done for us to succeed in the long run	25.5	45.5	10.9	5.5	12.7	2.3	1.3
<b>Average</b>						<b>2.3</b>	<b>1.1</b>

**Source:** Research Data 2018

Contrary to the managers as shown in Table 3, the subordinate staff rated the goals and objectives at a mean of 4.1 with a standard deviation of 0.8. This is an indication that subordinate staff have a strong confidence in the effectiveness of operationalization of goals and objectives in Christian faith-based hotels.

**Table 4:** Managers Perception on Clarity of Mission

Statement	1	2	3	4	5	Mean	Sdv
There is widespread agreement about goals.	-	8.9	4.2	60.3	26.6	4.0	0.8
Leaders set goals that are ambitious, but realistic.	-	3.4	7.2	66.2	23.2	4.1	0.7
The leadership has "gone on record" about the objectives we are trying to meet.	-	3.8	14.3	49.8	32.1	4.1	0.8
We continuously track our progress against our stated goals.	-	4.6	23.2	40.5	31.6	4.0	0.9
People understand what needs to be done for us to succeed in the long run.	5.9	1.3	8.0	45.6	39.2	4.1	1.0
<b>Average</b>						<b>4.1</b>	<b>0.8</b>

**Source:** Research Data 2018

As shown in Table 4, the managers rated the vision of Christian faith-based hotels at a mean of 3.7 with a standard deviation of 1.0. This is an indication that operationalization of the vision in the hotels is quite good. They particularly indicated that leaders in the hotel have long term vision (mean= 3.9; Sdv= 0.8) and that the hotel meet short term demands without compromising (mean= 3.9; Sdv= 0.7). Moreover, they asserted that vision create excitement and motivation for your subordinate staff (mean= 3.9; Sdv= 1.5).

**Table 5:** Managers’ Perception on Vision of their Respective Hotels

Statement	1	2	3	4	5	Mean	Sdv
Short term thinking compromises our long-term vision	12.7	50.9	14.5	14.5	7.3	3.5	1.1
I think leaders in your hotel have long term vision	20.0	56.4	18.2	5.5	-	3.9	0.8
Vision creates excitement and motivation for your subordinate staff	45.5	30.9	5.5	-	18.2	3.9	1.5
The hotel meet short term demands without compromising	12.7	70.9	10.9	5.5	-	3.9	0.7
People understand what needs to be done for us to succeed in the long run	14.5	50.9	10.9	10.9	12.7	3.4	1.2
<b>Average</b>						<b>3.7</b>	<b>1.0</b>

**Source:** Research Data 2018

The subordinate staff concurred with the managers on vision of Christian faith-based hotels where they rated it at a mean of 3.9 with a standard deviation of 0.9. This is an indication that these hotels in deed operationalizes their vision well.

**Table 6:** Subordinate staff’ Perception on Vision of their Respective Hotels

Statement	1	2	3	4	5	Mean	Sdv
Customer comments and recommendations often lead to changes.	2.1	3.4	8.4	40.9	45.1	4.2	0.9
Customer input directly influences our decisions.	1.3	7.6	18.1	44.7	28.3	3.9	0.9
All members have a deep understanding of customer wants and needs.	-	8.0	18.1	51.5	22.4	3.9	0.8
The interests of the customer often get ignored in our decisions.	23.6	37.1	5.5	18.6	15.2	2.6	1.4
We encourage direct contact with customers by our people.	0.8	9.7	15.6	41.8	32.1	3.9	1.0
<b>Average</b>						<b>3.7</b>	<b>1.0</b>

**Source:** Research Data 2018

**Measurement model**

In order to determine the relationship between mission and performance, Structural equation modeling (SEM) was carried out. SEM involved carrying out analysis for the measurement model and the confirmatory structural model (Kline, 2011). In the measurement model, uni-dimensionality of the study constructs (Mission and performance) was assessed by studying the underlying structure of the constructs and variables for the data collected. The summary statistics of the measurement model from the subordinate employees’ data is shown in table 7 The observed indicator that measured whether short-term thinking often compromises our long-term vision was found to have a factor loading less than 0.4 and was thus expunged. As shown in the summary statistics in table of the measurement model, all the retained indicators of the latent variables have loadings above 0.4. The reliability measure show Cronbach

alpha statistics above 0.6 for the retained indicators of each construct. The Keiser-Meyer Olkin (KMO) tests statistics 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 Fidell (2001). Construct validity was confirmed by assessing for convergent validity using the Average variances extracted (AVEs) which were all found to be above 0.5 implying convergent validity was met and discriminant validity was shown by the squared multiple correlations which were all less than the relative construct (Fornell & Larcker, 1981). These analyses confirmed that the measurements were reliable and exhibited construct validity hence uni-dimensionality of the construct.

**Table 7:** Measurement model summary statistics

		<b>Factor Loading</b>	<b>Squared multiple correlations</b>	<b>AVE</b>	<b>KMO</b>			
Mission	MissionA1	0.665	0.377	0.701	KMO = 0.840 Bartlett’s $\chi^2$ = 1797.971 P-value = 0.000			
	MissionA2	0.532	0.232					
	MissionA3	0.622	0.328					
	MissionA4	0.777	0.576					
	MissionB1	0.572	0.261					
	MissionB2	0.795	0.606					
	MissionB3	0.695	0.432					
	MissionB4	0.792	0.627					
	MissionB5	0.750	0.510					
	MissionC1	0.710	0.482					
	MissionC2	0.620	0.334					
	MissionC4	0.762	0.680					
	MissionC5	0.822	0.255					
	Performance	Performance1	0.488			0.166	0.619	KMO = 0.635 Bartlett’s $\chi^2$ = 297.175 P-value = 0.000
		Performance2	0.792			0.108		
Performance3		0.749	0.36					
Performance4		0.714	0.495					
Performance5		0.451	0.494					
Performance7		0.519	0.189					

Source: Research Data 2018

**Structural equation model**

The confirmatory structural model was fitted and used to draw conclusions on the objective of the study. The model was tested fitness using both absolute and incremental fit indices. Table 8 represents the fitness indices from both datasets. All the models fitted met the desired fitness thresholds. The Root Mean Squared Error of approximation (RMSEA) was found to adequately be below the desired threshold of 0.08 for all the models which also met the other fit indices requirements such as the normed fit index (NFI), comparative fit index (CFI), goodness of fit index (GFI) and parsimony fitness PGFI and PNFI.

**Table 8:** Model fit indices

<b>Chi-square</b>									
<b>Data</b>	$\chi^2$	<b>Sig.</b>	<b>CFI</b>	<b>NFI</b>	<b>GFI</b>	<b>SRMR</b>	<b>RMSEA</b>	<b>PGFI</b>	<b>PNFI</b>
<b>Statistic</b>	442.941	0	0.926	0.896	0.976	0.050	0.050	0.67	0.56
	P-value <0.05		≥0.9	≥0.9	≥0.9	≤0.08	≤0.08	≥0.5	≥0.5

Source: Research Data 2018

First the models were fitted to assess the causal relationship between organization culture mission and performance of Christian faith-based hotels (CFBH). The data collected showed that mission significantly influence performance of CFBHs. A shown in figure 3, The regression weight shown on the path diagram in figure 2 is 0.325.

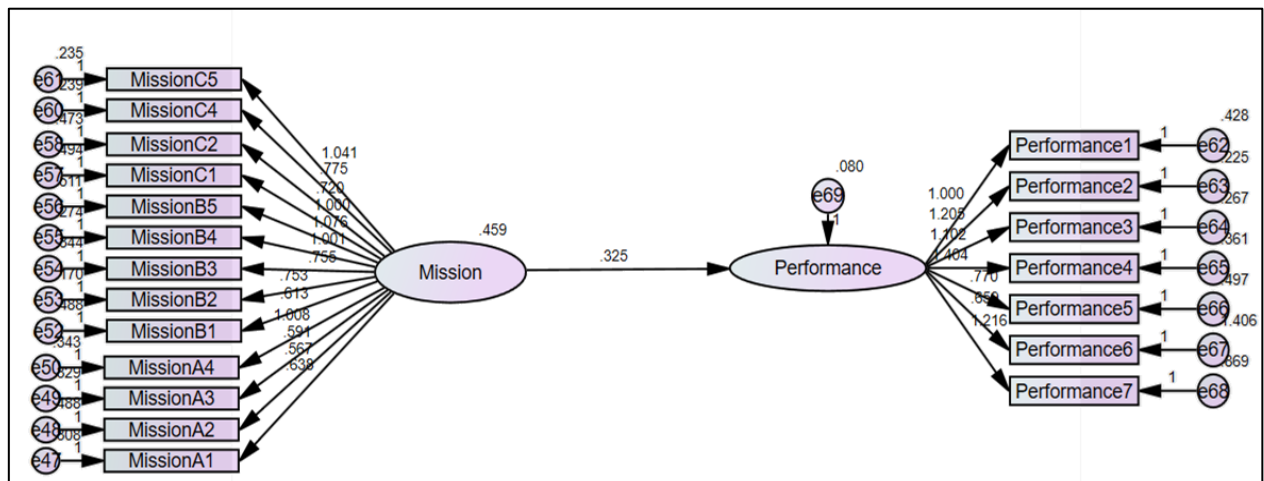


Figure 3: Path diagram on mission and performance; Source: Research Data 2018

The path coefficient estimate of mission is 0.049 with a critical ratio (CR) of 2.365. The CR is greater than the tabulated 1.96 Z score at 0.05 level of significance thus implying a significant coefficient estimate. This shows that organisation culture mission has a significant influence on performance of CFBHs. All the other path coefficient estimates also have CRs above 1.96 implying the measurements of the constructs retained from the measurement model significantly measure the constructs in the model.

$$Y = .325X + \epsilon$$

Where Y - performance

X - mission

Table 9: Regression Weights on mission and performance

			Estimate	S.E.	C.R.	P
Performance	<---	Mission	0.325	0.06	5.412	***
MissionC1	<---	Mission	1			
MissionC2	<---	Mission	0.72	0.085	8.426	***
MissionC4	<---	Mission	0.775	0.073	10.56	***
MissionC5	<---	Mission	1.041	0.088	11.801	***
Performance1	<---	Performance	1			
Performance2	<---	Performance	1.205	0.199	6.061	***
Performance3	<---	Performance	1.102	0.19	5.799	***
Performance4	<---	Performance	1.404	0.236	5.946	***
Performance5	<---	Performance	0.77	0.182	4.233	***
Performance6	<---	Performance	0.659	0.262	2.513	0.012
Performance7	<---	Performance	1.216	0.258	4.704	***
MissionB5	<---	Mission	1.076	0.104	10.311	***
MissionB4	<---	Mission	1.001	0.088	11.364	***
MissionB3	<---	Mission	0.755	0.079	9.528	***
MissionB2	<---	Mission	0.753	0.067	11.188	***
MissionB1	<---	Mission	0.613	0.082	7.476	***
MissionA4	<---	Mission	1.008	0.092	10.929	***
MissionA3	<---	Mission	0.591	0.071	8.343	***
MissionA2	<---	Mission	0.567	0.08	7.056	***
MissionA1	<---	Mission	0.638	0.071	8.933	***

Source: Research Data 2018

### Conclusions

This study sought to assess the Relationship between Mission and performance of Christian Faith Based Hotels in Kenya. From the results presented the study construct mission was found to have a significant influence on performance of Christian Faith Based Hotels in Kenya. The critical ratio of the coefficient estimate of mission was 5.412 which is greater than the 1.96 Z score at 5% level of significance. The mission reflects a clear, concrete direction both for the company and for its members. The mission of a company is essential, as it is the basis for the concept of survival (Loisch, 2007). Alavi and Karami (2009), on Relationship between Mission Statements and firm performance in the small and medium sized enterprises (SMEs) found the existence of mission statements is associated with organizational performance.



The study also concluded that cultural mission of the Christian faith-based hotels significantly influences their performance. The 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 staff have a strong confidence in the effectiveness of operationalization of goals and objectives.

The study concluded that there was a significant relationship between organizational mission and organizational performance. This study recommends that Christian Faith Based Hotels should have a well-defined purpose and a direction defining the organizational and strategic objectives which express the hotels vision for the future since the mission of a business is essential, as it is the basis for the concept of survival.

### Acknowledgement

**Author Contributions:** Conceptualization, Methodology, Data Collection, Formal Analysis, Writing—Original Draft Preparation, Writing—Review And Editing by author and author read and agreed to the published the final version of the manuscript.

**Institutional Review Board Statement:** Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

**Conflicts of Interest:** The authors declare no conflict of interest.

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