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ASSESSMENT OF THE RELATIONSHIP BETWEEN INVOLVEMENT, ENTREPRENEURIAL ORIENTATION, AND PERFORMANCE OF CHRISTIAN FAITH BASED HOTELS IN KENYA.

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Abstract

The purpose of this study was to determine the relationship between involvement, Entrepreneurial orientation and performance of Christian Faith Based Hotels (CFBHs) in Kenya. Involvement is the extent in which subordinate staff feels a sense of ownership and responsibility to the organization. Involvement 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. Entrepreneurial Orientation is key as it determines the success or failure of Christian Faith Based Hotels. There is little research that has been done to determine the Relationship between involvement, Entrepreneurial Orientation and Performance of Christian Faith Based Hotels in developing countries like 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. Findings revealed that organization culture involvement significantly influence the performance of Christian Faith Based Hotels in Kenya. The dimensions of involvement Empowerment, Team Orientation and Capability development were all found to have significant influences on performance in all critical ratios 2.829, 2.301 and 3.502 respectively which are all greater than the 1.96 Z score at 5% level of significance. Entrepreneurial orientation was also found to significantly moderate the relationship between organization culture involvement significantly influence the performance of Christian Faith Based Hotels in Kenya. A significant change in R-square of 0.063 was found due to inclusion of interaction terms between involvement dimensions and entrepreneurial orientation. The p-value of the F-change due to the change in R-square was found to be 0.043 implying a significant change but consequently there is significant moderating effect.

Key words: *Involvement, Entrepreneurial orientation, performance*

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Introduction

Involvement is the extent in which subordinate staff feel a sense of ownership and responsibility to the organization (Denison , 1996; Denison consulting, 2013). Thus, organizations can only meet their goals if they can allow the workers have control over their own work and this will no doubt make them work well. Therefore, organizational performance is dependent upon the employees involvement in the organization, since this is a clear indicator of the survival of the business (Racelis, 2010). Organizational performance is the outcome achieved in meeting internal and external goals of an organization (Wei, Liu and Herndon 2011). Organizational performance is also a multidimensional construct that consists of four elements (Alam, 2013). Customer-focused performance, including customer satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee satisfaction; and organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Singh, 2011).

Entrepreneurial Orientation (EO) refers to decision making approaches, which become attributes to many successful enterprises. This is about strategic posture, which enables to draw skills and capabilities in order to seize opportunity (Covin & Wales 2012). Enterprises with greater EO tend to edge take risk innovate and act reactively (Lumpkin, Logliser & Shiender, 2009). This study adopted the EO as the moderator to investigate the relationship between involvement and Christian faith based hotels in Kenya.

The Christian faith based Enterprises stem from the need to realize proceeds for the Christian Faith Organizations (Gunther, 2004). Hotel is one of the known forms of accommodation in tourism industry where accommodation is a place for someone to stay for a while away from home. Investments in the Christian faith based hotels by Christian organizations in Africa are spurred by the need to provide the missionaries and other workers from the church propagating gospel with amiable environments to spend their time during visits (Global Generosity Network, 2014). The relationship between involvement and performance has been examined by many researchers; however, most of these studies have mainly focused on western developed nations (Ogbonna & Harris, 2000; Rousseau, 1990; Kotter & Heskett, 1992; Marcoulides & Heck, 1993; and Magee, 2002). This means that there exists very little research on Relationship between involvement , Entrepreneurial Orientation, and performance in the context of developing countries (Farashahi *et al.*, 2005). Studies conducted by Denison *et al.*, (2008) have recommended further research to investigate the phenomenon of organizational culture in different cultural context particularly in non-western nations.

Literature Review

Equity Theory

The equity theory points out that people are encouraged by their beliefs about the fairness of the reward structure in their organization. Generally, workers tend to use prejudiced judgment to balance their contribution and benefit in the relationship to compare themselves with other employees. If they perceive that they are not justly compensated they either lessen the quantity or quality of work or quit their present organizations. On the other hand, when they perceive that they are favorably rewarded, they may be encouraged to become committed to their work (Reiss, 2004).

Discrimination exists when individuals recognize that the ratio of their efforts to rewards they get is inversely proportional than it is for their peers. When this occurs, workers may try to diminish inequity in many ways. These include putting minimal efforts, request to be promoted, change the behaviour of the worker among other available options (Robbins, 2012). One of the challenges confronting equity theory concerns how organizations handle inconsistencies in equity that come out when these comparisons are present. For instance, when there is a high disparity in remuneration, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons. However, in some circumstances, the outlays of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former group (Bloom, 2000). This theory was considered appropriate in guiding this study because it would help to ascertain the conditions under which Christian Faith Based Hotels can create equitable involvement for different categories of employees.

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). Each of the four organizational cultural traits is measured by the following twelve indexes: (1) Adaptability (creating change, customer focus, and organizational learning), (2) Mission (vision, strategic direction and intent, and goals and objectives), (3) Involvement (empowerment, team orientation, and capability development), and (4) Consistency (core values, agreement, coordination and integration). This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Denison, 2006). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Spreitzer, 1995).

Involvement and organizational performance

There is increasing evidence indicating that employee involvement enhances organizational performance since it has the ability to improve quality decisions making by rising the inputs (Miller & Monge; Markey 2006). Organisation performance improvements linked to employees' involvement range from improved quality as well as higher productivity to lower scrap rates as well as higher level of consumer satisfaction (Tamkin, 2004).

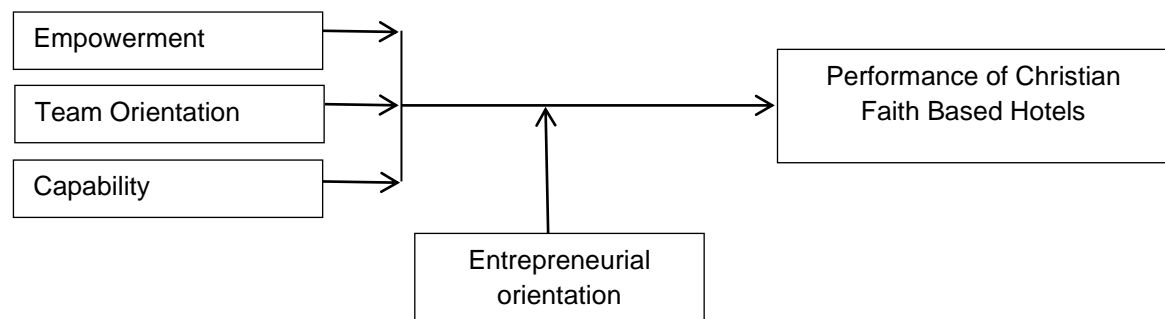
Denison (2000) describes this environment as having the participation or involvement of all its employees. Riordan, Vandenberg, and Richardson (2005) performed an empirical study among a sample of insurance companies to examine the relationship between the perceived subordinate staff involvement climate and organizational effectiveness. Subordinate staff involvement was defined as an environment where workers are empowered to make decisions, information is shared within the team, subordinate staff development through training occurs, and a performance-based reward system is utilized. The study provided support that organizations and their subordinate staff benefit by such a climate, through both subordinate staff satisfaction and financial performance. Yilmaz and Ergun (2008) found similar results in their examination of Denison's cultural traits on organizational effectiveness among Turkish manufacturing firms.

Digeorgio, R. (2004) studied employee involvement in 7,939 departments in 36 organizations. The study findings evidenced that employee involvement was directly related to organizational performance in a several areas such as productivity, profitability and customer satisfaction (Harter, Schmidt & Hayes, 2002). Correlations between employee involvement and job performance and effectiveness were noted by Harter et al (2002) and Gregory et al (2004). Harter et al studied employee involvement initiatives encompassing job performance affecting 8,000 business units in 36 companies. The researcher noted that increased employee involvement was directly linked to improved performance and consequently higher profits. Equally in a related study of 42 organizations by Gregory et al (2004) noted that employee involvement was directly related with enhanced employee performance and resulted in increased company productivity in the subsequent year.

In similar manner, a research of 2,000 financial institutions in the United Kingdom showed that for every 10 per cent increase in employee involvement levels corresponds to a four per cent increase in product sales (Young, 2007). Corporate Leadership Council, (2004) conducted a study of 50,000 employees and the finding indicated that the most involved and committed employees perform 20 percent higher than their counterparts. Sonnentag's (2003) study of employees from six state owned corporations in the United Kingdom showed that high levels of employee involvement at work was critical in motivating employees to learn skills related to the work and also take initiatives to find solutions to work related problems.

In another study, Watson Wyatt's (2007) researched on 946 organizations in 22 countries. The findings showed that involved employees are more likely to perform better than employees who are not involved. Both the subordinate employees' and managers' datasets exhibits reliable and valid measurements of the constructs by the retained indicators. From the results of factor analysis, Construct validity of the datasets 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 unidimensionality of the construct.

Conceptual frame work



Independent variable
(Involvement)

Moderating variable

Dependent variable

According to Denison and Mishra (1995), a high level of involvement creates a sense of ownership and responsibility. Due to the fact of the feeling of ownership, the organizational members develop a greater commitment to the organization and a growing capacity to work independently. In addition, a greater amount of input from the employees is seen as an increased decision-making and power of implementation (Denison and Mishra, 1995).

The three sub points of this trait are-: first one is 'empowerment' (Denison Consulting, 2013). Empowerment gives members of the organization the power to make decisions on their own and introduce their points of view. But it is not just about giving them the power, "empowerment is recognizing and releasing into the organization the power that people already have in their wealth of useful

knowledge and internal motivation“ (Randolph, 1995,) The requirement for empowerment is employees’ access to information. Hence it is important to share relevant information such as the market share, the growth opportunities and information about the competitors (Randolph, 1995).

Training is the second sub point of the involvement trait, namely ‘capability development’ (Denison Consulting, 2013). This sub point concerns training and coaching as already pointed out. Randolph (1995) states that training provides to the members of the organization support in things such as decision making, seeing conflicts as a positive phenomenon, taking responsibility and team goal setting as well as self monitoring (Randolph, 1995).

Empowerment only works within a team, so the third element of the involvement trait is ‘teamwork’ (Denison Consulting, 2013). Working in a team provides the employees with more knowledge and less pressure to take risk, as decisions are made together.

Research and Methodology

This study was guided by an epistemological research philosophy and employed the positivistic research paradigm. A 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 involvement influence performance of Christian based hotels in Kenya.

Population and Sampling

The study adopted primary data collected from 72 managers and 1878 subordinate staff giving a total of 1950 from 24 registered Christian faith-based hotels in Nairobi and Mombasa, Kenya. Stratified sampling was used to select the hotels of each category of the study. That is the rated hotels and unrated hotels. The study used the entire population of the general managers and two departmental managers as a sample size for the managers. Krejcie & Morgan table for the predetermined population as the basis for sample size determination was used to sample the employees. In the case of the employees’ population, the study had a sample size of 72 managers and 322 subordinate staffs that were evenly distributed in the two study areas based on the strength of the population. The study thus had a sample of 394 respondents from the target population.

Questionnaire Development

This study used a self-administered semi-structured questionnaire to obtain primary data. Two questionnaires, one for managers and another one for subordinate staffs were used. The questions were based on a 5 Likert's scale. This study used the following rating scales, 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. The study adopted a multi dimensional scale to measure firm performance, involvement measured under three sub variables considered as independent variables for this study (X) and one dependent variable (Y) and one moderating variable (Z)

Analysis

Structural Equation Models (SEMs) were fitted for inferential analysis. Structural Equation Modelling is used to assess causal relationships between constructs that are unobserved directly but measured using indicators. The process is a combination of confirmatory factor analysis and multiple regression analysis. The AMOS (Analysis of Moment structures) was used for SEM. A Moderated Multiple Regression analysis (MMR) will be carried out to assess if entrepreneurial orientation moderates the relationship between organisational culture and the Christian faith-based hotels' performance. Estimating interaction effects using moderated multiple regression usually consists of creating an Ordinary Least Square model (OLS) and a Moderated Multiple Regression (MMR) Model equations involving scores of a continuous predictor variable Y, scores for predictor variable X and scores for a second predictor variable Z hypothesized to be a moderator (Aquinis & Gottfredson, 2010). 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. To test for the moderating effect using the MMR, the change in R-square and the significance of the F-change were calculated using the model fitted as given by the equation below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_M Z + \beta_{M1} X_1 * Z + \beta_{M2} X_2 * Z + \beta_{M3} X_3 * Z + \varepsilon$$

Y is the dependent variable performance of Christian Faith Based Hotels

α is the constant term

X_1 to X_3 are the independent dimensions of involvement (Empowerment, Team Orientation, and capability)

β_1 to β_3 are the coefficients of the independent variables in the equation

Z is the moderating variable Entrepreneurial orientation

β_M is the coefficient of the moderating variable.

$X_i * Z$ are the interaction terms between the moderator and the independent variables $\{i=1 \text{ to } 3\}$

β_{Mi} are the coefficients of the interaction terms $\{i=1 \text{ to } 3\}$

ε is the error term

Result and Discussion

Model assumptions diagnostics

The study screened the data and model fitted to assess that the classical assumptions of normality, homoscedasticity, non-autocorrelation, non-multicollinearity were met. The model diagnostics test results are shown in table 1 below. Linear regression models are estimated based on the assumption that the residuals are normally distributed and have uniform variances (Kline, 2011). The assumption of multivariate normality of the model residuals were tested and determined to have been met based on Shapiro-Wilk test whose statistics yielded a p-value greater than 0.05.

The models were also fitted based on the assumption that the residuals exhibit homoscedasticity. Heteroscedasticity was tested using the Breusch-Pagan test whose statistic had a p-value greater than 0,05 implying significant homoscedasticity as assumed. The assumption that the residuals are not autocorrelated was also met as shown by the Durbin-Watson test results. The calculated Durbin-Watson statistic was found to be larger than the tabulated upper limit at 5% level of significance implying non-autocorrelation. The model fitted was also tested for non-multicollinearity of the independent variables. Non-multi-collinearity implies that none of the independent variables is expressible as a linear function of other independent variables. This test was carried out using variance inflation factors which were all found to be below 5 implying that the independent variables are non-multicollinear.

Table 1: model diagnostic tests

Assumption/ Purpose	Test	Test statistic	Conclusion
Non-Auto correlation	DW	Calculated=2.203, LL=1.414, UL=1.724	Not violated
Homoscedasticity	Breusch-Pagan	Chi2(52)= 4.494, P- value=0.343	Not violated
Normality	Shapiro-Wilk test	S-W statistic = 0.968, P- value= 0.144	Not violated
Non-Multicollinearity	Variance inflation factors	VIF of X1=2.575, X2=2.087, X3=1.856	Not violated

Measurement model

On average, the managers' perception on subordinate staff empowerment reflected a mean of 4.1 with a standard deviation of 0.9. This was based on the indicators of involvement on work, decision making, information sharing, and stuffs' perceived impact which were measured on an ordinal scale of 5 categories. The construct team orientation was also measured by indicators on an ordinal scale of 5 categories. The average perception of team orientation was 4.4 with a standard deviation of 0.6. The construct Capability development on the other hand had an average of 4.3 and standard deviation of 0.6. From the results of factor analysis, Construct validity of the datasets 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 AVEs (Fornell & Larcker, 1981). These analyses confirmed that the measurements were reliable and exhibited construct validity hence unidimensionality of the construct.

Table 2: Validity of Involvement measurements summary statistics

		Mean	Std dev	Factor Loading	Squared multiple correlations	AVE	Cronbach alpha
Empowerment	InvolvementA1	4.2	0.7	0.561	0.623	0.722	0.690
	InvolvementA2	4.4	0.7	0.886	0.757		
	InvolvementA3	3.8	1.0	0.627	0.242		
	InvolvementA4	4.2	1.0	0.813	0.607		
	Average	4.2	0.8				
Team Orient	InvolvementB1	4.1	0.6	0.679	0.532	0.751	0.843
	InvolvementB2	4.4	0.6	0.649	0.801		
	InvolvementB3	4.5	0.6	0.838	0.590		
	InvolvementB4	4.6	0.6	0.887	0.721		
	InvolvementB5	4.6	0.6	0.849	0.635		
	InvolvementB6	4.3	0.7	0.601	0.451		
Capability dev	Average	4.4	0.6			0.775	0.781
	InvolvementC1	4.5	0.6	0.223	0.152		
	InvolvementC2	4.2	0.6	0.866	0.550		
	InvolvementC3	4.3	0.6	0.840	0.646		

InvolvementC4	4.4	0.7	0.600	0.370
InvolvementC5	4.3	0.7	0.799	0.764
InvolvementC6	4.5	0.6	0.758	0.648
InvolvementC7	4.2	0.6	0.223	0.152
Average	4.3	0.6		

Source: research data

Confirmatory Structural model

The structural equation model was fitted in steps to assess the causal relationships between the independent constructs (involvement), the moderator (EO) and performance. 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 3: Model fitness tests

	Chi-square								
	χ^2	Sig.	CFI	NFI	GFI	SRMR	RMSEA	PGFI	PNFI
Statistic	569.941	0	0.961	0.987	0.941	0.066	0.070	0.50	0.554
Cut-off	P-value <0.05		≥0.9	≥0.9	≥0.9	≤0.08	≤0.08	≥0.5	≥0.5

This relationship between the constructs of staff involvement and performance of CFBHs was confirmed by the model fitted from the data collected. The coefficient regression weight estimates of each of the constructs on performance Empowerment, Team orientation and Capability development as shown on the path diagram below are -0.12, 0.05 and 0.19 respectively. The path diagram also details the coefficient estimates of the retained observed indicators loadings on the constructs.

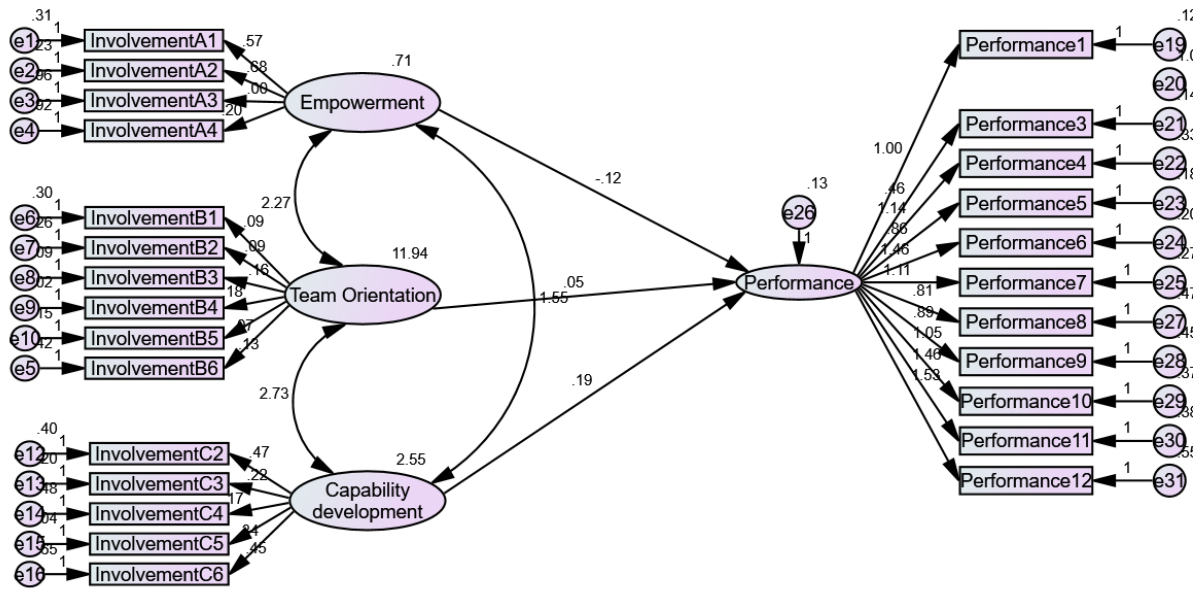


Figure 1: Path diagram for the structural model on the effect of involvement on performance

The coefficient of all the constructs on performance were found to be significant as shown. The path coefficients estimates of involvement constructs Empowerment, Team orientation and Capability development had critical ratios (CRs) -2.829, 2.301 and 3.502 respectively whose absolute values are all greater than the tabulated 1.96 Z score at 0.05 level of significance thus implying significant coefficient estimates. The results yields the equation below;

$$Y = -0.116X_1 + 0.048X_2 + 0.192X_3 + \varepsilon$$

- Where
- Y - performance
 - X_1 - Empowerment
 - X_2 - Team Orientation
 - X_3 - Capability development

Table 4: Path coefficients of the structural model on the effect of involvement on performance

			Estimate	S.E.	C.R.	P
Performance	<---	Empowerment	-0.116	0.041	-2.82927	***
Performance	<---	Team Orient	0.048	0.021	2.301	0.021
Performance	<---	Capability dev	0.192	0.055	3.502	***
Performance1	<---	Performance	1			
Performance3	<---	Performance	0.462	0.124	3.731	***
Performance4	<---	Performance	1.137	0.216	5.264	***
Performance5	<---	Performance	0.865	0.162	5.328	***
Performance6	<---	Performance	1.462	0.211	6.914	***
Performance7	<---	Performance	1.108	0.201	5.51	***

InvolvementA1	<---	Empowerment	0.574	0.032	17.938	***
InvolvementA2	<---	Empowerment	0.678	0.021	32.286	***
InvolvementA3	<---	Empowerment	0.446	0.024	18.583	***
InvolvementA4	<---	Empowerment	0.201	0.026	7.731	***
InvolvementB1	<---	Team Orient	0.089	0.024	3.653	***
InvolvementB2	<---	Team Orient	0.089	0.023	3.841	***
InvolvementB3	<---	Team Orient	0.16	0.023	7.05	***
InvolvementB4	<---	Team Orient	0.176	0.023	7.76	***
InvolvementB5	<---	Team Orient	0.129			
InvolvementC2	<---	Capability dev	0.469	0.058	8.084	***
InvolvementC3	<---	Capability dev	0.218	0.04	5.482	***
InvolvementC4	<---	Capability dev	0.169	0.06	2.823	0.005
InvolvementC5	<---	Capability dev	0.452			
Performance8	<---	Performance	0.807	0.228	3.541	***
Performance9	<---	Performance	0.887	0.227	3.908	***
Performance10	<---	Performance	1.046	0.218	4.787	***
Performance11	<---	Performance	1.458	0.248	5.878	***
Performance12	<---	Performance	1.526	0.282	5.414	***
InvolvementB6	<---	Team Orient	0.074	0.027	2.706	0.007
InvolvementC6	<---	Capability dev	0.341	0.071	4.814	***

The path coefficient estimates of the interaction terms between EO and involvement constructs were significant for team orientation and empowerment but insignificant for Capability development as shown in the table below. The interaction term between Team orientation and EO was found to be 0.151 with a critical ratio of 4.482 which is greater than the 1.96 Z-score at 5% level of significance. That between Empowerment and EO was also significant with a coefficient estimate of -0.344 and a /CR/ of 9.592 which is also greater than the 1.96 Z-score. The interaction term between Capability development and EO however had no significant coefficient estimate as depicted by the /CR/ of 0.79 which is less than 1.96.

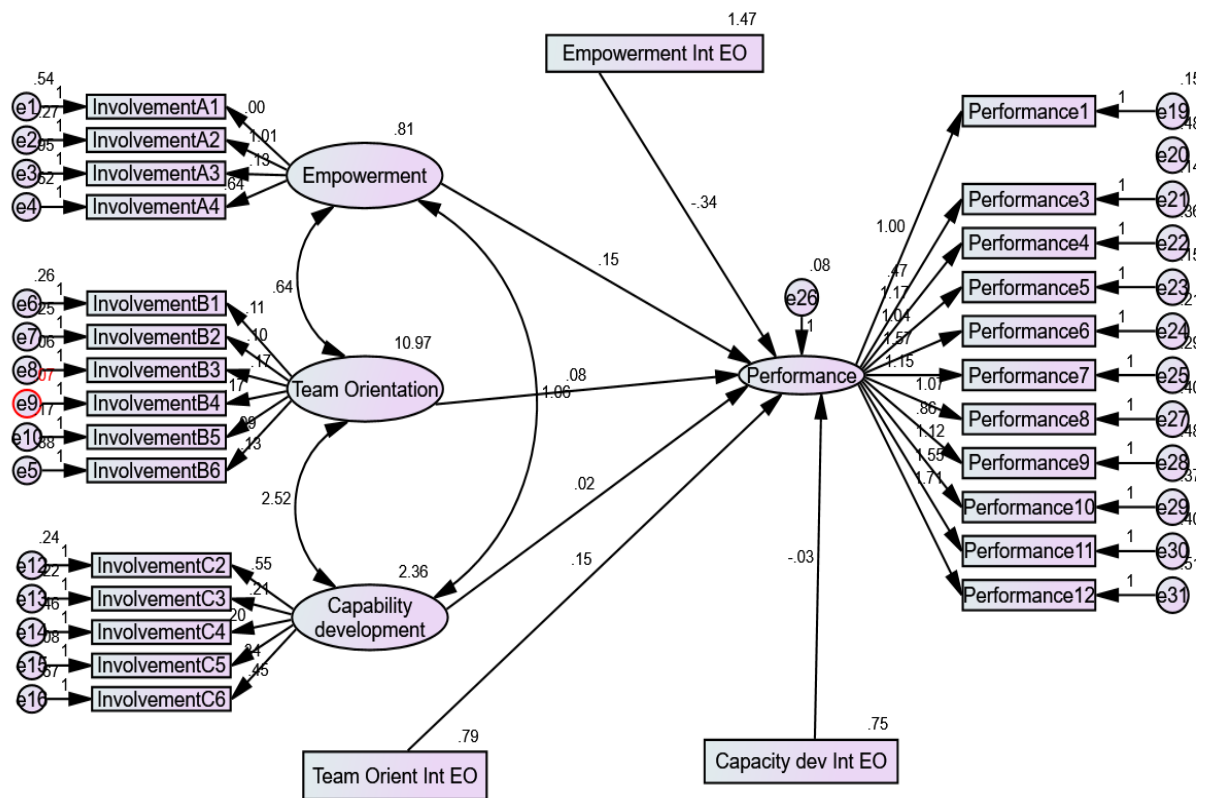


Figure 2: Path diagram for the structural model on the moderating effect of Entrepreneurial Orientation.

The path coefficient estimates of the interaction terms between EO and involvement constructs were significant for team orientation and empowerment but insignificant for Capability development as shown in table 5 below. The interaction term between Team orientation and EO was found to be 0.151 with a critical ratio of 4.482 which is greater than the 1.96 Z-score at 5% level of significance. That between Empowerment and EO was also significant with a coefficient estimate of -0.344 and a /CR/ of 9.592 which is also greater than the 1.96 Z-score. The interaction term between Capability development and EO however had no significant coefficient estimate as depicted by the /CR/ of 0.79 which is less than 1.96.

Table 5: Path coefficients for the structural model on the moderating effect of Entrepreneurial Orientation

			Estimate	S.E.	C.R.	P
Performance	<---	Empowerment	0.149	0.029	5.137931	***
Performance	<---	Team Orient	0.078	0.021	3.815	***
Performance	<---	Capability dev	0.017	0.054	0.317	0.751
Performance	<---	Capability dev int EO	-0.026	0.032	-0.79	0.429
Performance	<---	Team Orientation int EO	0.151	0.034	4.482	***
Performance	<---	Empowerment int EO	-0.344	0.036	-9.592	***
Performance1	<---	Performance	1			

Performance3	<---	Performance	0.475	0.092	5.151	***
Performance4	<---	Performance	1.173	0.166	7.072	***
Performance5	<---	Performance	1.037	0.123	8.444	***
Performance6	<---	Performance	1.569	0.168	9.351	***
Performance7	<---	Performance	1.147	0.155	7.396	***
InvolvementA1	<---	Empowerment	-0.2	0.032	-6.25	***
InvolvementA2	<---	Empowerment	1.008	0.021	48.000	***
InvolvementA3	<---	Empowerment	0.133	0.024	5.541667	***
InvolvementA4	<---	Empowerment	0.64	0.026	24.61538	***
InvolvementB1	<---	Team Orient	0.112	0.026	4.302	***
InvolvementB2	<---	Team Orient	0.099	0.025	3.985	***
InvolvementB3	<---	Team Orient	0.174	0.026	6.781	***
InvolvementB4	<---	Team Orient	0.171	0.025	6.723	***
InvolvementB5	<---	Team Orient	0.129			
InvolvementC2	<---	Capability dev	0.552	0.051	10.723	***
InvolvementC3	<---	Capability dev	0.206	0.041	5.048	***
InvolvementC4	<---	Capability dev	0.196	0.057	3.449	***
InvolvementC5	<---	Capability dev	0.452			
Performance8	<---	Performance	1.066	0.167	6.379	***
Performance9	<---	Performance	0.857	0.17	5.034	***
Performance10	<---	Performance	1.125	0.165	6.8	***
Performance11	<---	Performance	1.55	0.192	8.056	***
Performance12	<---	Performance	1.711	0.215	7.951	***
InvolvementB6	<---	Team Orient	0.094	0.029	3.25	0.001
InvolvementC6	<---	Capability dev	0.34	0.071	4.82	***

Source: Research Data.

To confirm the moderating effect, a moderated multiple regression (MMR) was carried out which was a three-step hierarchical Ordinary least squares (OLS) regression analysis. Model 1 of the MMR only included the involvement as a predictor. The second model included entrepreneurial orientation as a predictor while model three included the interaction term as a predictor. The change in R-square was assessed in each step of the analysis. The R-square (the explanatory power) is the variation in performance explained by the variation in the predictors in a given model. Model 1 has an R-square of 0.336 implying that 33.6% of the variance in performance is explained by the variation of adaptation. The change in R in model 2 is 0.039 and the F-change has a p-value of 0.084 implying that the addition of entrepreneurial orientation has no significant direct improvement to the explanatory power of the model. The addition of the interaction terms however has a significant improvement on the model as shown by the R-square change of 0.314 and the F-change with a p-value of 0.000. The significant change in the R-square due to addition of the interaction term between entrepreneurial orientation and involvement shows that EO has a moderating effect on the relationship between involvement and performance.

The MMR model confirms that EO has a significant positive moderating effect on the relationship between involvement and performance. The interaction term between involvement constructs and EO have coefficient estimates p-values of less than 0.05 implying that the interaction terms are significant hence a significant moderating effect.

Table 6: Moderated multiple regression

	Model 1			Model 2			Model 2		
	Beta	T	P-value	Beta	T	P-value	Beta	T	P-value
Independent variable									
Constant	0.000	0.000	1.000	0.000	0.000	1.000	-0.052	-0.399	0.692
Empowerment	0.141	0.771	0.444	0.212	1.154	0.254	0.728	3.648	0.001
Team Orient	0.201	1.218	0.229	0.358	1.942	0.058	-0.001	-0.005	0.996
Capability dev	0.320	2.061	0.044	0.393	2.491	0.016	-0.179	-1.019	0.313
Entrepreneurial Orientation				0.331	1.765	0.084	-0.355	-2.013	0.050
Interaction Effect									
Empowerment intersection Entrepreneurial Orientation							-1.058	-6.757	0.000
Team Orientation intersection Entrepreneurial Orientation							0.598	2.572	0.013
Capability development intersection Entrepreneurial Orientation							0.377	2.219	0.031
R	.326a			.436b			.503c		
R Square	0.106			0.19			0.253		
Adj R Square	0.089			0.159			0.224		
ANOVA F	6.296		0.015	6.099		0.004	5.758		0.002
R Square Change	0.106			0.084			0.063		
Change in F	6.296		0.015	5.373		0.084	4.293		0.043

Summary of findings and conclusions

The objective which was to investigate the effect of employee involvement on Christian faith based hotels performance in Kenya was assessed by fitting structural equation models (SEM) whose results showed that employee involvement has a significant direct influence on performance. The dimensions of involvement Empowerment Team Orientation and Capability development were all found to have significant influences on performance in all with critical ratios 2.829, 2.301 and 3.502 respectively which are all greater than the 1.96 Z score at 5% level of significance. The relationship between involvement and performance was also found to be moderated by entrepreneurial orientation. The hierarchical models revealed that on introduction of the interaction terms, the model exhibited an improvement shown by a significant change in R-square, (ΔR square=0.253, $\Delta F=5.758$, p-value=0.002). The p-value of the change statistic was less than 0.05 implying as significant change in explanatory power of the model due to addition of the interaction terms.

5.0 Summary of findings and conclusions

The objective which was to investigate the effect of employee involvement on Christian faith based hotels performance in Kenya was assessed by fitting structural equation models (SEM) whose results showed that employee involvement has a significant direct influence on performance. The dimensions of involvement Empowerment Team Orientation and Capability development were all found to have significant influences on performance in all with critical ratios 2.829, 2.301 and 3.502 respectively which are all greater than 1.96. The

relationship between involvement and performance was also found to be moderated by entrepreneurial orientation. The hierarchical models revealed that on introduction of the interaction terms, the model exhibited an improvement shown by a significant change in R-square, (ΔR square=0.253, $\Delta F=5.758$, p-value=0.002). The p-value of the change statistic was less than 0.05 implying a significant change in explanatory power of the model due to addition of the interaction terms.

Conclusion

Following the hypothesis tests carried out, the study drew a conclusion that staff involvement significantly influences the performance of Christian faith based hotels in Kenya. Most of the Christian Faith Based Hotels embrace empowerment of employees through the ability to manage their own work and involvement of in business planning process. It is apparent that the employees work cooperatively towards common goals which they feel mutually accountable and they work as a team to work towards achieving the goals of organization. In addition the faith based hotels continually invest in the development of employees skills in order to stay competitive and meet the goals of the organization; the employees are also given authority to act on their own. The influence of performance by staff involvement is however affected by the level of Entrepreneurial Orientation which moderates the relationship. It is therefore recommended that;

The study recommends that the management should involve employees in business planning process for better outcome. Team work should also be embraced. The managers and subordinate staff should also co-operate to ensure that new and improved ways to do work are continually adopted.

The study suggests that more studies could be done on other types of Faith Based Organisations in relation to entrepreneurship.

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