อิทธิพลของมาตรฐานไมซ์ที่มีต่อประสิทธิภาพของโรงแรม
และบทบาทของตัวแปรคั่นกลางของโครงสร้างองค์กร

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บทคัดย่อ

งานวิจัยเรื่องนี้มีวัตถุประสงค์ คือ เพื่อสำรวจอิทธิพลของมาตรฐานไมซ์ที่มีต่อประสิทธิภาพของ
โรงแรมและบทบาทของตัวแปรคั่นกลางของโครงสร้างองค์กร (องค์กรแบบกลไกและองค์กรแบบออร์แกนิก)
การศึกษาวิจัยครั้งนี้เป็นการวิจัยเชิงปริมาณ โดยรวบรวมข้อมูลจากพนักงานโรงแรม 416 คน ตั้งแต่
ฝ่ายปฏิบัติการไปจนถึงผู้บริหารระดับสูง ที่เกี่ยวข้องกับการดำเนินงานตามกลยุทธ์ไมซ์ในประเทศไทย วิธีการ
วิจัยเชิงปริมาณใช้ในตรวจสอบตัวแปรและทดสอบสมมติฐาน ศึกษาความสัมพันธ์โดยใช้แบบจำลองสมการ
โครงสร้าง (SEM) ผลการวิจัยพบว่ามาตรฐานไมซ์มีความสัมพันธ์เชิงบวกกับโครงสร้างองค์กร ผลลัพธ์ยังแสดง
ให้เห็นถึงความสัมพันธ์เชิงบวกระหว่างโครงสร้างองค์กรและผลการดำเนินงานของโรงแรม อย่างไรก็ตาม
ไม่พบผลกระทบโดยตรงของมาตรฐานไมซ์ต่อประสิทธิภาพโรงแรม โครงสร้างองค์กรจึงมีบทบาทเป็นตัวกลาง
ในความสัมพันธ์ระหว่างมาตรฐานไมซ์กับผลการปฏิบัติงานของโรงแรม แสดงว่าผลศึกษาของงานวิจัย
ในอุตสาหกรรมไมซ์ที่มีนัยสำคัญทางสถิติ

คำสำคัญ: มาตรฐานไมซ์ โครงสร้างองค์กร ประสิทธิภาพของโรงแรม โรงแรมไมซ์

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THE EFFECT OF MICE STANDARD ON HOTEL PERFORMANCE AND THE MEDIATING ROLE OF ORGANIZATIONAL STRUCTURE

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Abstract

This paper aims to investigate the influence of the MICE standard on hotel performance by testing the mediating roles of organizational structure (mechanistic organization and organic organization). Data was collected from 416 hotel employees, ranging from implementers to top management, involved in the implementation of the MICE strategy in Thailand. The quantitative research method is used to validate the variables and test the hypotheses. The relationships were investigated by using structural equation modeling (SEM). The findings indicate that the MICE standard positively relates to organizational structure. The results also demonstrate the positive relationship between organizational structure and hotel performance. However, the direct effect of the MICE standard on hotel performance is not found. As a result, organizational structure has a full mediator role in the relationships between MICE standards and hotel performance. These findings have important implications for research and practice in the MICE area.

Keywords: MICE Standard, Organizational Structure, Hotel Performance, MICE Hotel

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Introduction

The MICE (Meetings, Incentives, Conventions, and Exhibitions) industry brings in a lot of money for the countries that host them. In the global economy, it is expected to continue to expand. A MICE hotel is a type of MICE venue that offers business travelers meeting rooms, accommodation, meals, and other services. MICE hotel bookings are also in high demand. Despite massive expansion, one of the biggest challenges is maintaining a share in the increasingly competitive marketplace. Thus, MICE hotels should concentrate on a strategic operational process in order to compete successfully and reliably with other hotels and gain a long-term comparative edge. Accordingly, the organizational structure for the tourism and hospitality industry is similar to the structure in international business. There are three main types of organizational structure, which are functional, multidivisional, and matrix (Enz, 2010; Okumus et al., 2010). First of all, functional structure is the basic pattern of a small company, and it is easy to make decisions, communicate, and closely control the whole process and outcome. All the department heads have to report closely to the big boss of the organization who controls how the operations work. Generally, functional structures are centralized, which means increasing power exerted by the center. For example, small hotels often have functional departments such as sales and marketing, human resources, room division, food and beverage, and accounting. Secondly, a multidivisional structure is based on each division or geographical area, or a customer-based structure is organized for expanding the market and fitting the company's size. There are many international hotel chains that use this kind of structure because they are suited to a fast-changing environment and high levels of customer satisfaction, especially in larger businesses with multiple types of services (Enz, 2010). For instance, Centara Hotel properties are found at key locations in Thailand, Laos, Vietnam, the Maldives, Qatar, Oman, and Sri Lanka. Their organizational structures are based on brands, geographical areas, and focused on customer preferences, also known as "customer organizational structures." These structures are popular in larger hospitality companies and always have decentralized administration. The advantages of decentralization are that it reduces the time taken to make key decisions and allows for a wider range of activities and increased specialization. However, it may result in ineffective coordination and integration across locations, customer groups, or products, as well as obvious duplication of efforts. Finally, a matrix structure combines some elements of functional structures with other forms, sometimes called a hybrid structure. Some departments are assigned to work with one or more product or geographical area such as Marriott Hotels and Resorts, InterContinental Hotels

and Resorts, and Accor Hotels Groups used this matrix structure to control functional department, product line, geographic, customer, or service oriented in the same time, there are many reporting lines that caused "too many bosses" problem (Enz, 2010). This matrix structure is decentralized with sharing authority and is suitable for medium-sized organizations with multiple products. Therefore, the management teams have to carefully analyze the limitations of the organization structure and evaluate the suitable strategy before implementing it.

As mentioned previously, many authors agree that organizational structure is one of the critical factors to be considered during the implementation process. Therefore, this study proposes that the MICE standard should bring about superior hotel performance. The next proposition is that MICE organizational structure should lead to positive hotel performance. In addition, high levels of MICE standards should result in better organizational structure implementation, which ultimately affects hotel performance positively. Thus, the following hypothesis is proposed:

Hypothesis 1 (H1): MICE standard is positively related to organizational structure.

Hypothesis 2 (H2): organizational structure is positively related to hotel performance.

Hypothesis 3 (H3): MICE standard is positively related to hotel performance.

Hypothesis 4 (H4): Organizational structure mediates the relationship between MICE standards and hotel performance.

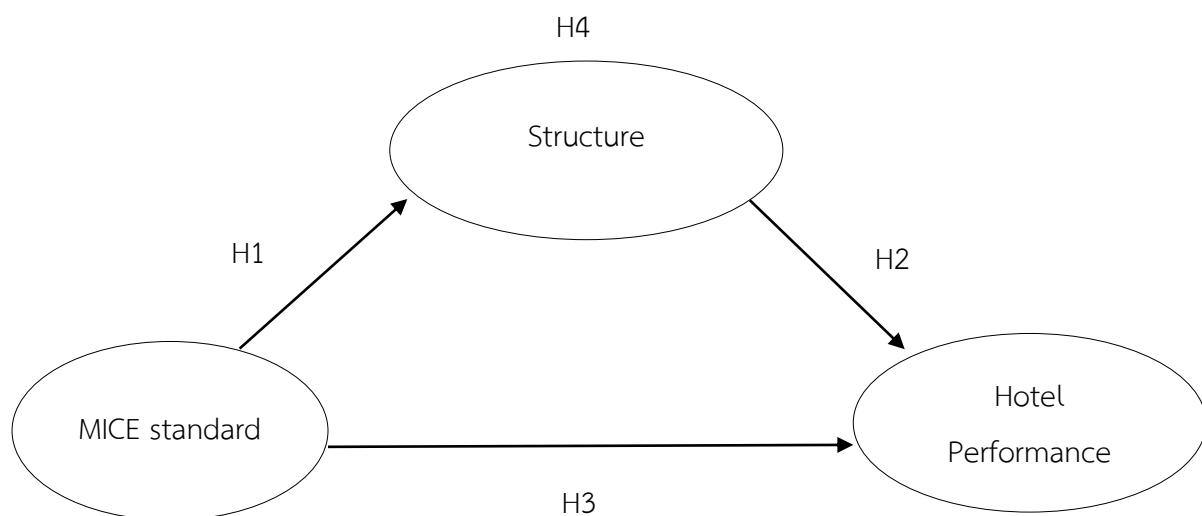**The conceptual model of the current study.**

Figure 1 The conceptual model

Literature Review

MICE Standard

Most business travelers place a premium on professional services and facilities. In order to achieve a comparative edge over their competitors, many hotels have targeted their own business niche based on customer needs or preferences. The MICE Standard refers to guidelines to make their property competitive. Numerous MICE venue standards, such as ASEAN MICE Venue Standards, Thailand MICE Venue Standards, ISO 50001: Energy Management System, ISO 22000: Food Safety Management System, TISI 22300: MICE Security Management System (MSMS), ISO 20121: Event Sustainability Management System, and ISO 22301: Business Continuity Management System, help to strengthen Thailand's MICE industry and bring it up to international standards. All of these are effective tools for guaranteeing MICE venue service excellence and quality. Three indicators focus on the physical, technology, and service aspects of standards (TCEB, 2015). Although there is limited study on the MICE industry, the existing literature review on tourism and hospitality can be applied to this area. As a result, this study is trying to fill in this gap by seeking to investigate how the MICE standard may impact the hotel's performance. This paper will focus on the MICE standard, which has three components: implementation of the MICE standard, readiness of the MICE standard, and the importance of the MICE standard.

MICE structure is the organizational structure of MICE hotels and is one of the critical factors to be considered during the implementation process by studying both mechanistic and organic structures in terms of decision making, hierarchy, job descriptions and roles, rules and regulations, and communication. The management teams have to carefully analyze the limitations of the organization structure and evaluate the suitable strategy before implementing it. According to Burns and Stalker (1961), they argued that organizational structure could be classified into two types: mechanistic structure and organic structure. Organic structure is more adaptable, flexible, informal, and allows for more open communication. On the other hand, mechanistic structures are characterized by a high degree of specialization, rigidity in administrative relations, formality, vertical communication, and centralized authority (Jogaratnam & Tse, 2006). Maitha and Wang'oe (2013) defined the mechanistic structure versus organic structure to explain the variation of task differentiation as per shown in table 1.

Table 1 Characteristics of FOS forms (Wang'oe Robert & Maitha Olive (2013).

		Mechanistic	Organic
Centralization:	Decision Making	Few participants.	Team effort.
		Dominant top level	Collaboration involved.
		Management.	Delegated to staff members.
		Not delegated to staff members.	
	Hierarchy	Tall structure.	Flat structure.
		High bureaucracy.	Not bureaucratic.
		Power is concentrated at the top.	Power is distributed across the organization.
Formalization:	Job descriptions	Detailed and clearly defined.	Not clearly defined.
	Roles	Clearly defined and permanent.	Not clearly defined and not very permanent.
		High codification.	Low/Moderate codified.
		Little variation if any.	High variation.
	Rules and Regulations	Clearly defined policies and procedures.	Hardly any formal rules, there is a shared understanding of what is expected of the staff.
	Communication	Very formal	Less formal/Informal
Complexity:	Training	Few training sessions.	Numerous training sessions.
		Short training durations.	Long training sessions.
	Departmentalization	Few departments.	Numerous departments.

These authors mentioned that organic structures have much higher information processing capacities than mechanistic structures, and successful innovation necessarily involves high information processing capacities in organizations (Covin & Slevin, 1988). However, the defining degree of organic and/or mechanistic structures in a specific hospitality industry depends on a person's perspective. For example, the Four Seasons Hotel brand guarantees that any order made by a guest will be fulfilled. The management creates an atmosphere focused on respect and leadership, which allows the employees to provide excellent service to the guests. This hotel often launches new products and services on a regular basis, making the experience of returning guests ever more pleasant and easy (Dubé & Renaghan, 1999). According to research, organic and mechanistic structures have a variety of effects on results (Wilden et al. 2013).

As a result, organizational structure methods can be modified to fit each context and situation. There is a gap between conceptual and empirical research in the current literature on this issue in the hospitality industry. This paper will focus on organizational structure as a mediator in the relationship between MICE standards and hotel performance.

Hotel Performance

The authors will use this existing literature review to engage with the tourism and hospitality industry due to the complexity of the empirical study and the lack of research on MICE hotel performance. Many studies of organizational performance include financial and non-financial performance indicators, with performance being the outcome of the implementation process (Allen & Helms, 2006). For instance, 1.) financial measures include hotel occupancy or hotel room nights, the return on investment (ROI), profit, inventory turnover, return on capital employed, and the hotel's RevPAR. 2.) Non-financial measures consist of brand image, competitiveness, hotel standards, and innovation, and 3.) key performance indicators (KPIs). Hotel general managers, in general, play an important role in determining whether a hotel is profitable or not. As a result, in today's highly competitive hotel industry, their support as critical quality implementers is crucial (Murasiranwa et al., 2010). As a consequence, the MICE performance measurements chosen for this analysis will be based on three different constructs: financial, non-financial, and KPI measures.

Relationship among MICE standard, organizational structure, and hotel performance

Previous research in the hospitality industry has examined the relationship between strategy, structure, and performance (Schaffer & Litschert, 1990; Tse, 1991; Porter, 1980). According to the literature, organizational structure plays a critical role in achieving performance goals. Since it affects an organization's ability to perform and react effectively, the type of organizational structure is critical to its success. Recent research has emphasized the importance of using mediator variables to demonstrate the relationships between organizational structure and organizational performance because the latter can be influenced by a variety of variables (e.g., Zheng et al. 2010).

Methodology

Sample characteristics and data collection

In order to test the hypotheses, the researcher designed a questionnaire addressed to 500 employees in MICE hotels in Thailand (both international hotel chains and local hotel

chains) that were randomly selected from the Thai Hotel Association (THA) database and certified by the Thailand Convention and Exhibition Bureau (TCEB). The questionnaires were distributed to employees ranging from implementers to top management involved in the implementation of the MICE strategy. Thus, a total of 416 questionnaires were analyzed with the technique of structural equation modeling (SEM) for verification and confirmation of the model's goodness-of-fit. The empirical data with the indices were used as the criteria for evaluation (Hair et al., 2010).

Measurement scales

All constructs consist of variables that have been well established in existing literature. The MICE standard has three components: implementation of the MICE standard, readiness of the MICE standard, and the importance of the MICE standard. Mechanistic organization and organic organization were two components of the organizational structure. MICE's performance was comprised of non-financial performance, financial performance, and key performance indicators. Multiple item indicators were used to operationalize the MICE standard, organizational structure, and hotel performance constructs.

All of the indicators were measured with five-point Likert-type scales ranging from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was conceptualized as a concept at the individual level. The content validity of the questionnaire items, as verified by five experts, showed an IOC index of not lower than 0.50 for every item. Also, the reliability of the questionnaire was represented by Cronbach's alpha coefficient, which ranged from 0.714 to 0.880, all greater than the cutoff value of 0.70 (Nunnally, 1978).

Data Analysis and Results

Descriptive statistics

The profile of respondents reveals the MICE hotels in Thailand. A majority of respondents work in international hotel chains (76.20%), local hotel chains (20.91%), and independent hotels (2.88%). Female respondents accounted for the majority of the sample (61.54%), and 38.46% were male. Most of the respondents (37.02%) were between the ages of 31 to 40 years old, 32.45% were between the ages of 21 to 30 years old, 25.96% were between the ages of 41 to 50 years old, and 4.57% were between the ages of 51 to 60 years old. A majority of the respondents work in the Event Sales Department (22.12%), the Sales Department (17.55%), the Banquet & Catering Department (17.07%), and so on. The final

respondents consisted of middle management level (34.62%), operational level (29.81%), top management level (14.90%), supervisor level (10.58%), and junior level (10.09%).

Measurement model analysis

As suggested by Fornell and Larcker (1981), a confirmatory factor analysis (CFA) was performed to test the convergent and discriminant validity. To evaluate the reliability and validity of the measurement model, the researcher used Cronbach's alpha, factor loadings, composite reliability (CR), average variance extracted (AVE), convergent validity, and discriminant validity (Fornell & Larcker, 1981; Hair et al., 2010). The reliability of the measures was evaluated using Cronbach's alpha coefficients, which ranged from 0.714 to 0.880, all greater than the cutoff values of 0.70 (Nunnally, 1978). The measurement model was tested for convergent and discriminant validity using CFA. As shown in Table 2, the confirmatory factor analysis result can be detailed.

Table 2 Confirmatory factor analysis result

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
Standard (STAN)					
Implementation of MICE standards (IMSTD)			.753	.751	.502
Implementation of MICE standards can build trust for customers.	0.670				
Management supports the implement the MICE standard because the regional government supports the application of this standard.	0.771				
The organization policy is to meet MICE standards to all company chains that are incorporated into the brand.	0.680				
The readiness of MICE standards (READ)			.766	.769	.526
The readiness for MICE standard certifications in terms of the technology aspect is important.	0.713	0.508			
The readiness for MICE standards certifications in terms of the service aspect is important.	0.775	0.601			
Knowledge and understanding about MICE activities and services of MICE staffs is important.	0.685	0.469			

Table 2 Confirmatory factor analysis result (Cont.)

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
The importance of MICE standards (IMP)			.766	.749	.501
MICE standards are an effective tool for MICE's service excellence and quality.	0.651	0.424			
MICE standards are one of the key factors to build trustworthiness.	0.794	0.630			
MICE standards are an important tool for the MICE's readiness.	0.669	0.448			
Structure (STRUC)					
Organic (ORG)			.872	.878	.510
Hierarchy of authority/hierarchy of command is flat.	0.583	0.340			
The organization does not have a bureaucracy structure.	0.722	0.521			
Job descriptions and Role are not clearly defined.	0.798	0.637			
Job descriptions and Role are not very permanent.	0.764	0.584			
Job descriptions and Role are low/moderate codified.	0.786	0.618			
Job descriptions and Role are high variation.	0.681	0.464			
Loose, informal control; heavy dependence on informal relationships and norms of cooperation for getting work done	0.638	0.407			
Mechanistic (MEC)			.862	.863	.526
Roles are clearly defined and permanent.	0.588	0.346			
There is high codification.	0.645	0.416			
A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions	0.751	0.564			
There is a lot of emphasis on measuring the results of MICE staff's work.	0.760	0.578			
MICE staff are very concerned with efficiency.	0.781	0.610			
There is a heavy emphasis on profitability.	0.802	0.643			

Table 2 Confirmatory factor analysis result (Cont.)

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
Performance (PERFORM)					
Non-financial performance (NON)			.936	.934	.563
Employee satisfaction regarding the MICE-related jobs can be increased.	0.729	0.531			
Number of new MICE products and services provided to customers can be increased.	0.752	0.566			
Number of new MICE activities provided to customers can be increased.	0.777	0.604			
Number of innovations performed during the service production process can be increased.	0.698	0.487			
Number of product and services innovated per year can be increased.	0.777	0.604			
Service quality/Quality offered to customers can be improved continuously.	0.791	0.626			
Communication between management and employees affects customer satisfaction.	0.821	0.674			
Management being fair to MICE employees affects customer satisfaction.	0.702	0.493			
The wage MICE employees get affects customer satisfaction.	0.756	0.572			
Relationship between management and MICE employees affects customer satisfaction.	0.777	0.604			
Customers see us as a trusted partner who works closely with them and leads their events to success.	0.656	0.430			
Financial Performance (FIN)			.873	.859	.551
Expected average daily rate (ADR) is achieved.	0.763	0.582			
Expected banquet revenue per occupied room is achieved.	0.799	0.638			
Expected profitability is achieved.	0.741	0.549			
Expected return on invested capital is achieved.	0.63	0.397			
Expected hotel occupancy rate is achieved.	0.767	0.588			

Table 2 Confirmatory factor analysis result (Cont.)

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
Key Performance indicator (KPI)			.865	.852	.593
Expected buying high volume of room nights per year or the function order frequency over the year is achieved.	0.812	0.659			
Expected the quantities of product (rooms or functions) per order is achieved.	0.835	0.697			
Expected communication quality with people of the selected buyer is achieved.	0.676	0.457			
Expected prices paid by this buyer for our product and service is achieved.	0.746	0.557			

*Notes: **α**: Cronbach's alpha; CR: composite reliability; AVE: average variance extracted.*

The researcher checked the conditions for discriminant validity, or "the extent to which a construct is not a reflection of other constructs" (Hair et al., 2010). The square root of the AVE for each construct was greater than the correlation estimates between the corresponding construct and the remaining, indicating adequate discriminant validity (Fornell & Larcker, 1981). As shown in Table 3, the discriminant validity of the constructs can be detailed.

Table 3 Discriminant validity of the constructs.

	α	CR	AVE	NON	FIN	KPI	IMSTD	READ	IMP	ORG	MEC
NON	.936	.934	.563	**0.750**							
FIN	.873	.859	.551	0.717	**0.742**						
KPI	.865	.852	.593	0.653	0.740	**0.770**					
IMSTD	.753	.751	.502	0.232	0.209	0.136	**0.709**				
READ	.766	.769	.526	0.327	0.179	0.086	0.570	**0.725**			
IMP	.766	.749	.501	0.270	0.185	0.001	0.589	0.683	**0.708**		
ORG	.872	.878	.510	0.165	0.219	0.146	0.220	0.204	0.216	**0.714**	
MEC	.862	.868	.526	0.309	0.298	0.243	0.501	0.427	0.568	0.446	**0.725**

*Notes: **α**: Cronbach's alpha; CR: composite reliability; AVE: average variance extracted; SD: Standard-deviation; Bolded values refer to the square root of AVE; the remaining values are the correlations.*

The overall fit of the measurement model with the empirical data was assessed using chi-squared (X^2) statistics, the goodness-of-fit index (GFI), the comparative fit index (CFI), the normed fit index (NFI), the root mean square of approximation (RMSEA), and the root mean square residual (RMR) (Hair et al., 2010). The resulting measurement model proved acceptable with the data according to the following goodness-of-fit indices: χ^2/df = 1.212, GFI = 0.989, CFI = 0.997, NFI = 0.981, RMSEA = 0.023, RMR = 0.012.

Table 4 shows that the weight of the first-order constructs on the designed second-order constructs indicates that the MICE standard has a second-order construct with 3 components, namely, the implementation of the MICE standard, the readiness of the MICE standard, and the importance of the MICE standard. Organizational structure has a second-order construct with 2 components, namely, mechanistic organization structure and organic organization structure. MICE performance was a second-order construct with three components, namely, non-financial performance, financial performance, and key performance indicators.

Table 4 Weights of the first-order constructs on the designated second-order constructs

| Second-ordered Constructs	First-ordered Constructs	Factor Loadings	t-Value
STANDARD	IMP	.632	-
	IMSTD	.662	9.311***
	READ	.657	9.273***
STRUCTURE	ORG	.480	-
	MEC	.852	6.511***
PERFORMANCE	FIN	.832	-
	NON	.758	15.169***
	KPI	.782	15.393***

χ^2/df = 1.212, GFI = .989, CFI = .997, NFI = .981, RMSEA = .023, RMR = .012

Note: all indicators are significant at p < 0.001, the path of IMP, ORG, and NON were fixed to 1 (not estimated)

Structural model

The SEM has been developed using three latent variables, which are, three constructs of the MICE standard, two constructs of organizational structure, and three constructs of hotel performance, to verify the linkage relationships between the MICE standard, organizational structure, and hotel performance. Figure 2 shows the standardized path estimates of the

model. As supposed in H1, a positive and significant relation existed between MICE standard and organizational structure (β = 0.683, p < .001). In the second hypothesis (H2), organizational structure is positively related to hotel performance significantly (β = 0.333, p < .01). On the other hand, the third hypothesis (H3) has been found to have no direct effect and provides no support between the MICE standard and hotel performance (β = 0.104). For hypothesis (H4), the results indicated the significantly indirect effects of MICE standard (Standardized Indirect effects = 0.227**, Sobel test Z-values = 2.602**) via organizational structure on hotel performance. In addition, to confirm the mediating role of organizational structure, a path model was tested using a bootstrap technique with 1,000 resamples (Preacher & Hayes, 2008). Therefore, H1, H2, and H4 of this study were supported.
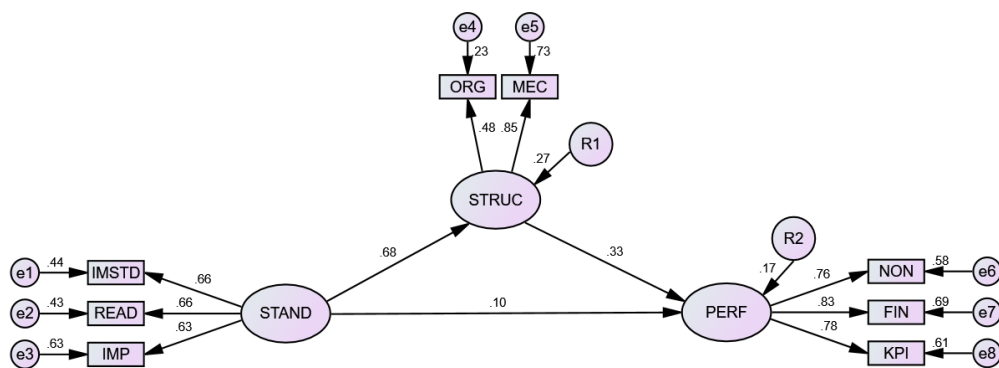
χ^2/df = 1.212, GFI = .989, CFI = .997, NFI = .981, RMSEA = .023, RMR = .012

Figure 2 Structural model result

Table 5 Summary results of Hypothesis testing for H1 to H4

Hypotheses			β	b	SE	*t*-value	Results
H1: STAND	➡	STRUC	.683	.518	.093	5.578***	Supported
H2: STRUC	➡	PERF	.333	.577	.193	2.996**	Supported
H3: STAND	➡	PERF	.104	.136	.148	0.920	Not Supported
			Standardized Indirect effects		Sobel test Z-values		Results
H4: STAND ➡ STRUC ➡ PERF			.227**		2.602**		Supported (Full mediation)

***P-VALUE<.001

** P-VALUE<.01

Conclusion and Discussion

Finally, it can be concluded that 1.) the MICE standard was positively related to organizational structure, confirming hypothesis 1; 2.) organizational structure was positively related to hotel performance, confirming hypothesis 2; and 3.) the MICE standard has been found to have no direct effect on hotel performance. And finally, the MICE standard has a positive and indirect effect on organizational performance, which is mediated by organizational structure, confirming hypothesis 4. Organizational structure therefore appears to explain why the organizations or organic structure has a positive effect on organizational performance. As a result, organizational structure has a full mediator role in the relationships between MICE standards and hotel performance. These results are in agreement with several previous research findings, such as the findings of Mallén et al. (2016), who studied organicity and performance in excellent HRM organizations: the importance of organizational learning capability and found that the organic organization has a positive and indirect effect on organizational performance. Kanten et al. (2015) argued that a learning organization has a fully mediator role in the relationships between mechanistic structure and individual adaptive performance. Organic structures have a negative effect on performance in the Asian hotel industry, while mechanistic structures have a positive impact on performance since the majority of hotels surveyed were international hotel chains. Some authors have argued that introducing the corporate culture of an international organization into a host country without considering and sufficient knowledge of the host culture is likely to result in a perception conflict between the two parties, as well as resistance to change from the host culture (Jogaratnam, & Tse, 2006). In order to achieve their vision, objectives, and goals, organizations need to adapt structures, whether mechanical or organic, in order to achieve a long-term strategic advantage and organizational performance in today's working environment.

Recommendations for the future study

This paper contributed to this area of literature in two main ways: theoretically and practically. The research model can be tested for mechanic or organic structure separately and can be expanded by adding other variables to which the findings may have differing outcomes when applicable to different industries and countries. This framework also gives an insight into the implementation process for managers to look for when they implement any strategic decision. In terms of MICE hotels, to successfully achieve a long-term competitive advantage, every hotel should focus on a strategic operational process, especially the

executive management should develop an effective strategy as a means to successful performance.

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