The Influence of MICE Standard on Hotel Performance: The Mediating Role of Communication

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Abstract

Maintaining a market share in an increasingly dynamic environment is one of the most challenging tasks for the hotel and hospitality industry. To successfully achieve long-term competitive advantage, Meetings, Incentives, Conferences and Exhibitions (MICE) hotels should focus on a strategic operational process more so than an end product. The purpose of this study is to identify the role of communication in mediating the relationship between MICE standard and MICE hotel performance. The variables of statistics used as a research tool are derived from well-established literature to develop a clearly defined measurement of variables. This study uses the quantitative method of analysis by distributing a questionnaire to 416 respondents working in MICE hotels across Thailand. The respondents range from employees to top-management staff involved in the implementation of MICE strategy. Also, structural equation modeling (SEM) was used to examine the mediating role of communication on the relationship between MICE standard and MICE hotel performance. Results confirmed that the MICE standard positively relates to communication and communication positively relates to hotel performance. There is a direct relationship between an increase in effective communication and an increase in hotel performance ratings. However, there is no direct effect found between the MICE standard and MICE hotel performance. As a result, communication plays an important mediating role on the relationship between MICE standard and hotel performance. These results have significant contributions for both MICE research and practice. The findings of this study can be used as guidance for improving appropriate communication for new strategies. The results also indicate that MICE standard can enhance MICE hotel performance in a beneficial way.

Keywords: MICE standard, Communication, MICE Hotel performance, and MICE Hotel

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Introduction

Meetings, Incentives, Conferences and Exhibitions (MICE) hotels (known as convention hotels) can be classified as the MICE venue providing meeting spaces, lodging, meals, and other services to business travelers. It has unique characteristics, especially MICE hotels which concentrate on serving a particular niche market (high potential customer from the unique product). MICE Hotels should focus on a strategic implementation process to effectively and efficiently compete with other hotels to achieve a sustainable competitive advantage (Heracleous and Wirtz, 2009). The number of business tourists and their spending on business or networking trips has been increasing at a faster rate than normal tourism as a whole (Wootton and Stevens, 1995). Such business tourists are a significant source of demand and also revenue for the hospitality and hotel industry. The hotels rely on business travellers to fill the beds throughout the week. Business tourism accounts for at least two-thirds of most leading hotels' occupancy, 80-90% of the market of three- and four-star hotels, and five-hundredths of budget hotels (Gilbert and Arnold, 1989). The figure is comparable to Astroff and Abbrey (1998) who stated that internationally MICE visitation accounts for as much as 70% of the total sales volume in major hotels and 15-20% within the case of smaller hotels. Despite the expansion of MICE-related travel, little segmentation research has been undertaken on the MICE market within the Asia-Pacific region. However, several noteworthy sub-themes relevant to Asia are evident within the MICE-related research literature (Yoo and Weber, 2005; Baloglu and Assante, 1999; Crouch and Ritchie, 1998). Yoo and Weber (2005) review 14 leading tourism and hospitality journals over the period of 1983 untill 2003, and establish a relative lack of research publications focusing on Strategic Implementation: a case of MICE hotels in Thailand. Strategy implementation is defined as the communication, interpretation, adoption, and the execution of a clearly articulated strategic plan (Noble, 1999). Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives. Thus, communication in the service organization is a result of a dynamic process involving many different bodies or an organization. It engages both organizational and individual levels (Mom, Van Den Bosch, and Volberda, 2007; Raisch et al., 2009). Communication can be defined as an activity of exchanging messages or thoughts through speaking, pointing, or writing, and a communication event happens when messages have been completely conveyed from speaker to listener. This factor includes the method of communication (formal and informal communication) within MICE hotels in predicting the level of communication effectiveness. One of the most important obstacles to implementation is the lack of a clear objective, which may lead to employee confusion or apathy in reaching a certain performance threshhold. Hence, effective communication is very important for all parties involved (Campbell and Alexander, 1997; Kaplan and Norton, 2001). The MICE Capabilities Development Department plans to develop new MICE Hotel Standards that will apply to hotels with

all-star ratings with well maintained meeting facilities. The standards will give hotels a stronger image when they bid for events, thereby taking the events industry to exciting new destinations (TCEB, 2015a). However, the level of information sharing, the method of communication within the organization, and lack of communication between management level and implementers (Simkin, 2002; Jadhav, Mantha, and Rane, 2014; Khemarangsan, 2006) could cause difficulties for MICE hotels to follow MICE standards. Thus, better communication may positively affect hotel performance.

This study aims to investigate the relationships among MICE standard, communication, and hotel performance from hotel employees including staff and top management involved in the implementation of MICE strategy in MICE hotels. All of this is done so the executive management could develop an effective strategy as a means to successful performance.

Literature Review

1. MICE Standard

MICE Standards refer to guidelines to make hotel property competitive. The various MICE venue standards strengthen Thailand's MICE industry and bring it up to international standards including 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, ISO 22301: Business Continuity Management System. All are effective tools for service excellence and quality of MICE venues. Three indicators focus on the standards of physical aspects, technical aspects, and service aspects (TCEB, 2015b). Business travelers have high expectations for professional services and facilities standards, adding to the challenges already faced by MICE hotels. Many hotels have targeted their market segment based on customers' needs or preferences to gain a competitive advantage over their competitors. For example; some MICE travelers or business travelers may require specific IT applications for their meetings such as Wi-Fi hotspots, in-room entertainment systems, and fast check-in/out from their mobile phone or hotel application (Bilgihan, Kandampully, and Zhang, 2016). Based on the existing barriers to MICE standards, some hotels are not ready for certified organizational standards as MICE venues because of the ineffective communication within the organization that causes a resistance to change or development. Although there is limited study on MICE, the existing literature review on tourism and hospitality can be applied to this area. As a result, the contribution of this study aims at filling in this gap by seeking to investigate how the MICE standard may impact hotel performance.

2. Communication

In the hospitality industry, the success of organizations depends on various factors which all include communication within the organization. According to the literature review, there are various

definitions and explanations of communication. Communication can be defined as an activity that aims to provide information as one of the components of social life and organizational structure, as well as activities that help organizations build their relationships (Seyitoglu and Yuzbasioglu, 2015). The reserach proposed that communicating is the process of transmitting messages or thoughts through speaking, pointing, or writing and that a communication event occurs when all messages have been transmitted entirely. According to Khemarangsan (2006), communication is crucial when there is a need for improvement, even though the change is small since some type of change creates instability among the affected employees. It is also well established that there is a correlation between effective communication and a successful outcome. The method of communication (formal and informal communication, top-down and bottom-up communication within an organization) on the new strategy, as well as the use of consistent messages when informing all employees, both internal and external to the organization, are among these considerations (Okumus, 2003). Successful implementation encourages employees to understand any new strategy, but also to know precisely what they need to do to better execute said strategy and to be motivated to do so (Speculand, 2009).

According to the impact of the barriers during implementation, many researchers found that the problems are due to a lack of communication between the management level and hotel staff (Simkin, 2002; Jadhave et al., 2014) since problems that required top management involvement were not communicated early enough (Al-Ghamdi, 1998; Okumus and Hemmington, 1998), as well as, communication generally takes time, unclear content of the message (Khemarangsan, 2006), lack of information sharing or communication with suppliers and customers (Jadhav, Mantha, and Rane, 2014) and a lack of understanding of the strategy of both middle level and implementers (Aaltonen and Ikavalko, 2002). Besides, there is a lack of participation in bottom-up communication, sense of ownership, or sense of urgency (Kotter, 1995). Hence, effective communication is very crucial (Kaplan and Norton, 2001; Khemarangsan, 2006) proposed that “selling” the idea to all involved parties–internal, external, across the department and up-down the hierarchy–is important for the implementation process. All parties must be involved in the communication process, which of course, is a two-way street in striking a bargain amongst all individuals involved for the greater good.

This research aims to address the issue of communication throughout MICE hotels, specifically how top management communicates with all employees as workers in the implementation process for all to receive necessary information or new strategies (Borrill and Parker, 2000). There are many ways to communicate, so those carrying out orders need to understand how to achieve effective communication to enchance the new strategy's effectiveness. As a result, communication methods can be modified and contributed to each context and various situations. There tends to be a gap between conceptual and empirical research in the current literature on this

issue in the hospitality industry. The main contribution of this study is to analyze the communication as a mediator of the relationship between MICE standard and Hotel performance.

3. Hotel Performance

Due to the complexity of empirical study and limited research on MICE hotel performance, the authors will apply for this existing literature review with the tourism and hospitality field. Research on organizational performance uses a combination of financial and non-financial performance variables, and performance is the outcome of the implementation process (Allen & Helms, 2006). For example; (1) Financial measures include profit, the return on investment (ROI), return on capital employed, inventory turnover, hotel occupancy or hotel room night, and hotel's RevPAR. (2) Non-financial measures consist of hotel standards, brand image, competitiveness, and innovation, and (3) Key performance indicators (KPIs). In general, the success or failure of profitability is largely determined by hotel general managers. As a result, within the highly competitive hotel environment, support for critical quality implementers is critical for survival (Murasiranwa et al., 2010). Therefore, the MICE hotel performance measure selected for this study is based on three constructs; financial, non-financial, and KPI measures.

4. Relationship among MICE standard, communication, and hotel performance

In general, MICE standards are one of the key factors to build trustworthiness and the effective tool for MICE's service excellence and quality. Thus, implementation of MICE standards may support successful performance overall. Successful implementation encourages employees to understand any new strategy, but also to know precisely what they need to do to better execute it and to be motivated to do so in a timely manner (Speculand, 2009). Khemarangsan (2006) demonstrated that information sharing is an important factor during the implementation process. Borrill and Parker (2000) confirmed that this link between receiving necessary information and the success of the outcome go hand in hand. Hence, effective communication is very crucial for all those involved in the service industry (Kaplan and Norton, 2001; Khemarangsan, 2006). Besides, communication is critical in MICE hotels and it provides a positive impact on employees to achieve operational goals.

The purpose of this study is to identify the relationship between MICE standard, communication, and hotel performance. The first step in examining the data to test propositions (Hypothesis 1-4) concerning the relationship among MICE standard, communication, and hotel performance. Thus, the following hypothesis is proposed and shown in figure 1:

Hypothesis 1 (H1): MICE Standard is positively related to communication.

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

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

Hypothesis 4 (H4): Communication mediates the relationship between MICE standard and Hotel performance.

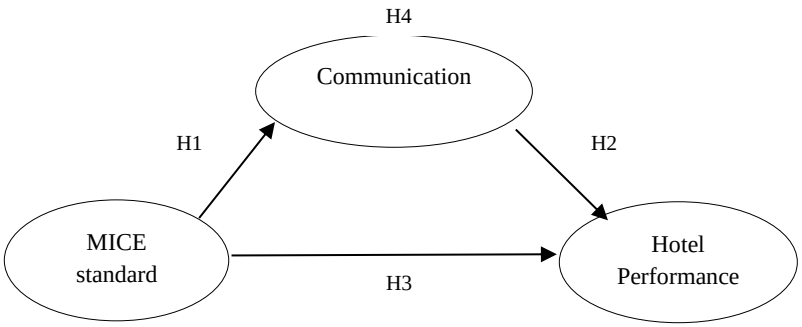


Figure 1 The conceptual model

Research Methodology

Research Design

This research was designed as a quantitative research applying the concept of causal relationship model or Structural Equation Model (SEM). There were three latent variables comprised (1) Hotel Performance, (2) MICE Standard, and (3) Communication.

Sample

Data was collected from 416 respondents working in MICE hotels in Thailand (Both International Hotel Chains and Local Hotel Chains) that are randomly selected from the Thai Hotel Association (THA) database and certified by Thailand Convention and Exhibition Bureau (TCEB).

Research Instrument

Multiple item indicators were used to evaluate the MICE standard, communication, 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. All constructs consist of variables that have been well established in the existing literature. The measures used for “MICE standard” include 3 items; implementation of MICE standard, the readiness of MICE standard, and the importance of MICE standard (TCEB, 2015a) which helped to indicate the degree of readiness for all aspects of MICE standard and the degree of its importance. Next, the measure of “communication”, derived from Noble (1999), Okumus (2003), Cater and Pucko, 2010), and Banjongprasert (2017), consists of three components; communication effectiveness, formal communication, and informal communication that measure all employee

communication within the organization. The hotel performance dimensions revealed through the present study have 3 components; namely, non-financial performance, financial performance, and key performance indicators in terms of overall company performance (Allen and Helms, 2006; Gadenne and Sharma, 2009, Bouranta et al., 2017).

Data Collection

The researcher distributed the questionnaires to staff and top management involved in the implementation of MICE strategy. Within one month, the total paper questionnaires with valid and complete responses were 416 in total.

Data Analysis

Thus, a total of 416 questionnaires were used for further statistical analysis, which is consistent with the sample size requirements for a Structural Equation Model (SEM) (Hair et al., 2010).

Findings

1. Descriptive statistics

The profile of respondents reveal come from a broad swath of 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%). The female respondents accounted for the majority of the sample (61.54%), and 38.46% of respondents 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%), Sales Department (17.55%), 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%).

2. Measurement model analysis

SPSS version 22 and IBM SPSS Amos Version 22 were used for the statistical analysis (The AMOS program was used to perform the SEM as it can graphically link each construct together). This program can compute all the data to check the fitness of the model to the original data. As suggested by Fornell and Larcker (1981), a confirmatory factor analysis (CFA) was performed to test the convergent and discriminant validity of the input data. 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 and 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 1, Confirmatory factor analysis result.

Table 1 Confirmatory factor analysis result

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
Standard (STAN)					
Implementation of MICE standards (IMSTD)			0.720	0.757	0.511
Implementing MICE standards is a key factor to increase competitive advantage.	0.742	0.550			
Implementation of MICE standards should be voluntary for the staff.	0.811	0.658			
Implementation of MICE standards adds value to the competitiveness of MICE venue.	0.759	0.577			
Implementation of MICE standards is suggested by TCEB or industry associations.	0.675	0.455			
Implementation of MICE standards can build trust for customers.	0.666	0.444			
Management supports the implement of MICE standard because the regional government supports the application of this standard.	0.782	0.611			
The organization's policy is to meet MICE standards for all company chains that are incorporated into the brand.	0.691	0.478			
The readiness of MICE standards (READ)			0.766	0.768	0.525
The readiness for MICE standard certifications in terms of the technology aspect is important.	0.726	0.526			
The readiness for MICE standards certifications in terms of the service aspect is important.	0.764	0.584			
Knowledge and understanding about MICE activities and services of MICE staff are important.	0.680	0.463			
The importance of MICE standards (IMP)			0.766	0.772	0.531
MICE standards are the effective tool for MICE' service excellence and quality.	0.747	0.559			
MICE standards are one of the key factors to build trustworthiness.	0.777	0.604			
MICE standards are an important tool for MICE readiness.	0.662	0.439			
Communication (COMMU)					
Communication effectiveness (COMEF)			0.905	0.902	0.536
MICE staff is informed of the decisions taken.	0.699	0.488			
MICE staff can easily convey wishes, suggestions, and complaints about the job or other matters to the management.	0.747	0.558			
MICE staff opinions are considered when decisions related to their task or them are taken.	0.770	0.593			
Management informs MICE staff about the ways to follow to reach the target.	0.762	0.581			
MICE staff are informed about the news related to the MICE personnel.	0.755	0.571			
MICE staff are informed about the successes and failures of the organization.	0.694	0.481			
MICE staff can define their efforts put forth for the success of the organization.	0.693	0.480			
MICE staff communication with the other personnel is accurately and freely carried out.	0.736	0.541			

Table 1 (Continued)

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
Communication (COMMU)					
Formal communication (FCOM)			0.877	0.875	0.501
The organization emphasizes communication between all parties.	0.619	0.383			
There is a communication of the corporate strategy to people.	0.687	0.472			
Management informs all about the organization's vision, mission, and targets.	0.663	0.439			
There is a routine discussion about business problems caused by the upcoming event.	0.768	0.590			
My division has a discussion about the changes caused by the upcoming event.	0.731	0.535			
There is a regular performance evaluation of the event-related projects.	0.699	0.439			
MICE staff receives the information related to my job.	0.776	0.602			
Informal communication (INCOM)			0.831	0.835	0.560
There is interactive and face-to-face communication.	0.742	0.550			
There is team-level communication.	0.811	0.658			
There is departmental level brainstorming.	0.759	0.577			
There is a workshop discussion.	0.675	0.455			
Performance (PERFORM)					
Non-financial performance (NON)			0.936	0.935	0.569
Employee satisfaction regarding the MICE-related jobs can be increased.	0.739	0.547			
The number of new MICE products and services provided to customers can be increased.	0.775	0.600			
The number of new MICE activities provided to customers can be increased.	0.785	0.617			
The number of innovations performed during the service production process can be increased.	0.692	0.479			
The number of products and services developed per year can be increased.	0.780	0.608			
Service quality/Quality offered to customers can be improved continuously.	0.785	0.617			
Communication between management and employees affects customer satisfaction.	0.816	0.666			
Management being fair to MICE employees affects customer satisfaction.	0.726	0.527			
The wage MICE employees get affects customer satisfaction.					
The relationship between management and MICE employees affects customer satisfaction.	0.765 0.770	0.586 0.593			
Customers see us as a trusted partner who works closely with them and leads their event to success.	0.651	0.423			
Financial Performance (FIN)					
When an organization implements MICE strategy;			0.904	0.899	0.527
(1) Expected total revenue is achieved.					
(2) Expected F&B sales/revenue is achieved.	0.676	0.457			
(3) Expected room sales/revenue (absolute or percentage) is achieved.	0.713 0.776	0.508 0.603			
(4) Expected average daily rate (ADR) is achieved.	0.765	0.585			
(5) Expected banquet revenue per occupied room is achieved.	0.751	0.564			

Table 1 (Continued)

Construct Items	Factor Loadings	Item Reliabilities	α	CR	AVE
(6) Expected profitability is achieved.	0.720	0.519			
(7) Expected return on invested capital is achieved.	0.660	0.435			
(8) Expected hotel occupancy rate is achieved.	0.738	0.545			
Key Performance indicator (KPI)			0.865	0.853	0.594
Expected buying a high volume of room nights per year or the function order frequency over the year is achieved.	0.809	0.654			
Expected quantities of product (rooms or functions) per order are achieved.	0.843	0.710			
Expected communication quality with people of the selected buyer is achieved.	0.743	0.552			
Expected prices paid by this buyer for our product and service are achieved.	0.676	0.457			

*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 AVE for each construct was greater than the correlations estimate between the corresponding construct and the remaining, indicating adequate discriminant validity (Fornell and Larcker, 1981). As shown in Table 2, Discriminant validity of the constructs.

Table 2 Discriminant validity of the constructs.

	α:	CR	AVE	NON	FIN	KPI	IMSTD	READ	IMP	COMEF	FCOM	INCOM
NON	0.932	0.935	0.569	**0.755**								
FIN	0.904	0.899	0.527	0.737	**0.726**							
KPI	0.873	0.853	0.594	0.661	0.789	**0.770**						
IMSTD	0.753	0.757	0.511	0.226	0.193	0.144	**0.715**					
READ	0.766	0.768	0.525	0.310	0.195	0.103	0.507	**0.724**				
IMP	0.766	0.772	0.531	0.224	0.123	0.017	0.469	0.599	**0.729**			
COMEF	0.905	0.902	0.536	0.583	0.620	0.483	0.133	0.244	0.179	**0.732**		
FCOM	0.877	0.875	0.501	0.652	0.656	0.564	0.249	0.273	0.232	0.689	**0.708**	
INCOM	0.831	0.835	0.56	0.528	0.513	0.362	0.114	0.221	0.133	0.693	0.651	**0.748**

*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 (χ^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 means 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 = 1.002, GFI = 0.992, CFI = 1.000, NFI = 0.990, RMSEA = 0.002, RMR = 0.008.

Table 3 shows that the weight of the first-order constructs on the designed second-order constructs indicated that the MICE standard was a second-order construct with 3 components, namely, implementation of MICE standard, the readiness of MICE standard, and the importance of MICE standard. Communication was a second-order construct with 3 components, namely, communication effectiveness, formal communication, and informal communication. MICE performance was a second-order construct with 3 components, namely, non-financial performance, financial performance, and key performance indicators.

Table 3 Weights of the first-order constructs on the designated second-order constructs

Second-ordered Constructs	First-ordered Constructs	Factor Loadings	t-Value
STANDARD	IMSTD	.636	8.544***
	READ	.675	8.567***
	IMP	.656	-
COMMUNICATION	COMEF	.750	-
	FCOM	.804	13.422***
	INCOM	.645	13.504***
PERFORMANCE	NON	.692	-
	FIN	.999	18.081***
	KPI	.871	17.321***

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

Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	64.349	--	--
DF	18	--	--
CMIN/DF	3.575	Between 1 and 3	Acceptable
CFI	0.974	>0.95	Excellent
SRMR	0.056	<0.08	Excellent
RMSEA	0.079	<0.06	Acceptable
PClose	0.011	>0.05	Acceptable

Congratulations, your model fit is acceptable.

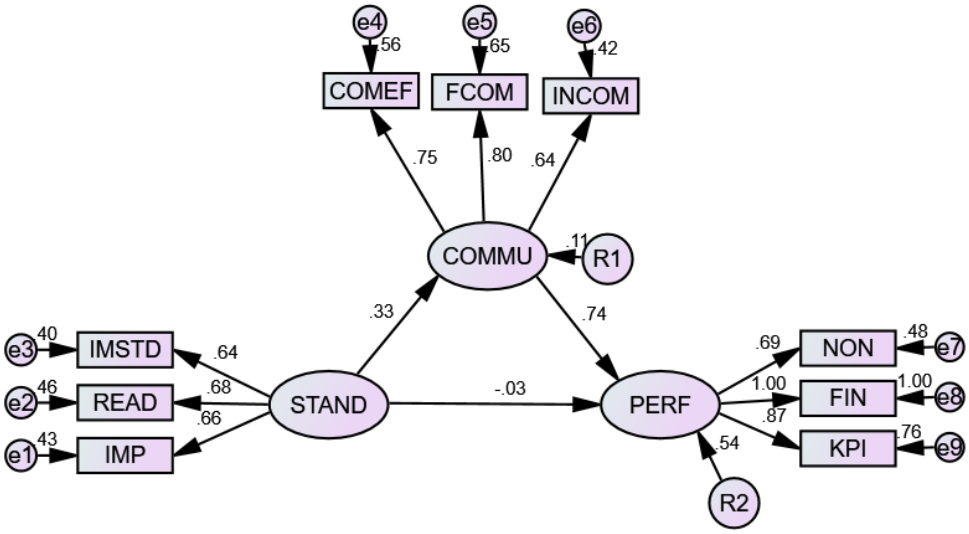
Cutoff Criteria*

Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
SRMR	>0.10	>0.08	<0.08
RMSEA	>0.08	>0.06	<0.06
PClose	<0.01	<0.05	>0.05

Figure 2 Model fit Measures applied with Cutoff criteria for fit indexes in covariance structure analysis of Hu and Bentler (1999)

3. Structural model

The SEM was developed using three latent variables (9 constructs in total), which are, three constructs of MICE standard, three constructs of communication, and three constructs of hotel performance, to verify the path relationships of MICE standard, communication, and hotel performance. Figure 3 shows the standardized path estimates of the model. As supposed in H1, a positive and significant relationship existed between MICE standard and communication (β = 0.334, $p < .001$). In the second hypothesis (H2), communication is positively related to hotel performance significantly (β = 0.740, $p < .001$). On the other hand, the third hypothesis (H3) demonstrates a negative relationship and does not support between individual ambidexterity and service performance (β = -0.027). For hypothesis (H4), the results indicated the significant indirect effects of MICE standard (Standardized Indirect effects = .248**, Sobel test Z-values = 4.220***) via communication on hotel performance as shown in Table 4. In addition, to confirm the mediating role of communication, 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 = 1.002, GFI = .992, CFI = 1.000, NFI = .990, RMSEA = .002, RMR = .008

Figure 3 Structural Model Result

Table 4 Summary results of Hypothesis testing for H1 to H4

Hypotheses	β	b	SE	*t*-value	Results
H1: STAND → COMMU	.334	.348	.074	4.706***	Supported
H2: COMMU → PERF	.740	.753	.077	9.825***	Supported
H3: STAND → PERF	-.027	-.029	.055	-.533	Not Supported

	Standardized Indirect effects	Sobel test *Z*-values	Results
H4: STAND → COMMU → PERF	.248**	4.220***	Supported (Full mediation)

****P-VALUE < .001*

Discussion

The results showed that communication held an important role of MICE standard as a full mediator, which positively affected the hotel performance as mentioned in Hypothesis 4. MICE standard positively related to communication in turn which has been supported for the proposition from testing Hypothesis 1 and also communication was positively related to hotel performance as supported by Hypothesis 2. It is possible to conclude that the communication that hotel staff can encounter in the hospitality industry influences both work performance and organizational performance (Uysal and Williams, 2003). The relevant literature shows that there is a relation between communication and performance. According to Banjongprasert (2017), this author explained that communication of change, through service innovation readiness, positively impacts service innovation performance. Communication is also important for achieving effective organizational change across the board. Communication is performed appropriately, and communication satisfaction is ensured, as well as chances for staff to develop individually. It can be noted that tourism establishments are supposed to have improved service, and as a result, attempts must be made to improve communication, which has a direct impact on performance (Seyitoglo and Yuzbasioglu, 2015). The benefits of this study can be used as guidance for improving appropriate communication for new strategies and higher MICE standards to enhance hotel performance, particularly in the MICE hotels. Thus, the management level should improve an effective communication strategy as a means to support their hotel performance.

Suggestions

In this paper, the focus was on one industry as the aim was to compare the implementation process of a particular strategy in many companies at the same time. The MICE hotel is a unique characteristic where the implementers (hotel staff), undergo training to become qualified to perform their specific jobs. Therefore, job descriptions are the same across the industry, with the result that

an underlying moral code guides the behavior of hotel staff in the international hotel chains. This is one reason why international hotel chains and local hotel chains require different management systems. As a result, the research findings may be restricted by industry and geography. Further research is necessary because the findings may have different outcomes when applied to different industries and countries. In a word, this study can serve as a good example to be replicated in different times or places within the hospitality and tourism industry to assess the impact of communication on hotel performance.

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