Research Paper

Improving Meetings, Incentives, Conferences, Exhibition (MICE) Performance and Job Satisfaction through Leadership Styles And organization Culture: Theoretical Studies in Indonesia

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ABSTRACT: *Meetings, Incentives, Conferences, Exhibition (MICE) are considered that they are not able to give the best performance yet, where the tends to upset the society. Furthermore, the perpetrators of several cases cannot be revealed yet. This study are to measure and analyze the extent to which the MICE organizations performance are influenced by leadership style, organizational culture, and job satisfaction. Study used a quantitative approach with path analysis as its method where 166 MICE CEO were used as its samples. The research findings show that Leadership style significantly affected towards the job satisfaction, but insignificantly affected the organizational performance. Organizational culture significantly affected job satisfaction, but insignificantly affected the organizational performance. Job satisfaction worked as a mediator of the effect between the relationships of leadership styleon organizational performance, and between the relationships of organization cultur to organizational performance.*

Keywords: Leadership Style, Organizational Culture, Job Satisfaction and Organizational Performance.

I. INTRODUCTION

Employee's performance is expected to be beneficial to the organizational performance because it's the synergy of the entire employee performance (Eoh, 2001). Employee's performance reflects the overall organizational performance (Chew, and Sharma, 2005). McClelland (1961) explained that the values, trust and` ideology are important resources for the employee's achievement to perform well. Chang and Lee (2007) stated that the performance of the employees is affected by the prevailing culture in the organization where the person worked.

Peters and Waterman (1982) also stated superior performance is not only determined by the organizational culture, but also the leadership style. Strong organizational culture is a culture that can create the level of employee behavior that supports the structure and outstanding self-control in helping the organizational performance (Chatman, and Bersade, 1997). The study of organizational culture associated with job satisfaction is very diverse. Some claimed cultural organizations can improve employee's job satisfaction (Rongga, 2001; Chow and Anne 2001). There are others who mentioned organizational culture has no relationship to job satisfaction (Giffordand Goodman, 2002).Others said organizational culture affects the job satisfaction indirectly because it is mediated by an adequate reward (Sarros, James, Judy, and Densten, 2002).

The study of leadership styles associated with employee's performance also varied. It is said that the leadership style has been able to influence their employees by increasing job satisfaction (Chan, Lilian, 2004;Wilson, 1995; Savery and Luks, 2001;O'Regan, Nicholas and Abby Ghobadian, 2004;Lian, and Sheila, 2006;Montes, Moreno, and Morales, 2001;Alberto, Morales, and Eulogio.2007) However, the results of another study stated there was no link between leadership style and organizational performance (Ogbonna, and Harris.2000). Therefore, research that links organizational culture, leadership style, and job satisfaction with the organizational performance has both theoretical and empirical foundations. One of the organizational performances required to provide community service is the MICE organization.

Trend growth in MICE tourism in Indonesia, there are several obstacles such as: the low awareness of the importance of a tourist destination MICE activities and the lack of promotion of MICE. The absence of MICE summarized database online and comprehensively. Accessibility as direct flights are still limited to the area which is the goal of MICE activities and the lack of facilities and incentives for organizing MICE activities

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such categorize showpiece and a souvenir for the participants an incentive tour to the category of imports, thus reducing the desire to visit Indonesia.

II. LITERATURE REVIEW

Issues which become the influence of relationship between leadership style and organizational culture on the employee's performance that is intervened by job satisfaction can be explained by two factors motivation approach of Herzberg theory (1966) and Porter and Lawler theory of motivation (1968). Herzberg (1966) explained that there were two factors which motivated employees. The factors were driving force that arose from each employee and the driving force that came from outside of the employee where they worked (Porter and Lawler (1968)). Lawlerand Porter(1968) stated that employee's performance would increase when employees felt justice and extrinsic rewards (salary and promotion) and intrinsic rewards (sense of what has been achieved). This condition would lead to a high level of satisfaction.

A. Leadership Style.

A leader has a role of determining activity programs based on the organizational basic assumptions, or management concepts that are used as Six Sigma. If the behavior of subordinates is in accordance with the program outlined by the leader, the value obtained is high, and vice versa when the behavior of individuals within the organization so far from the truth as stated in the program of work by the leader, then the value is low (Bass,Avolio, 1994).

The interaction between leaders and employees is characterized by the influence of the leader to change the employee's behavior to be someone who is capable and highly motivated and tries to achieve a high work performance and quality. Leaders change the employees so that organizational goals can be achieved together. The aspects of transformational leadership are: charismatic, inspirational, intellectual stimulation, and individual attention (Dipboye, Smith, and Howell, 1994). Gibson, Ivancevich, and Donnelley (1991) mentioned that leadership was an effort of influence, rather than a force to motivate people to achieve certain goals. In other words, a leader is someone who has the power to attract others with no compulsion so that they can actualize their vision together.

One focuses on the tasks or performance of the firm, such as planning, articulating the vision or goals for the organization, monitoring subordinate activities, and providing necessary support, equipment and technical assistance. The other focuses on relationships with employees, including being supportive of and helpful to subordinates, showing trust and confidence in employees, being friendly and considerate, trying to understand subordinates problems, showing appreciation for a subordinate's ideas, and providing recognition for subordinates contributions and accomplishments (Yukl, 2002).

Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained competitive advantage (Avolio 1999; Lado 1992 and Rowe 2001). Transformational Leaders create a strategic vision, communicate that vision through framing and use of metaphor, model the vision by "walking the talk" and acting consistently, and build commitment towards the vision (Avolio 1999 and McShane& Von Glinow 2000).Most recently, many empirical studies have reported that transformational leadership has a positive impact on follower performance and firm outcomes (Avolio 2003 Jung & Sosik 2002;MacKenzie 2001; Walumbwa 2002). Lee and Chuang (2009) explain that the excellent leader not only inspires subordinate‟s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.

Transformational Leadership

The difference between transformational and transactional leadership lies in the way of motivating others. A transformational leader's behavior originates in the personal values and beliefs of the leader and motivates subordinates to do more than expected (Bass, 1985). Burns (1978), identified transformational leadership as a process where, one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality.

For transformational leadership style, the follower feels trust, admiration, loyalty and respect towards the leader, and is motivated to do more than what was originally expected to do (Katz & Kahn, 1978). The transformational leader motivates by making follower more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher-order needs. He encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation (Bass et al., 1994). As a result, there is an increase in their level of performance, satisfaction, and commitment to the goals of their organization (Podsakoff et al, 1996). Bass (1990), proposed

four behaviours or components of transformational leadership to include charisma, inspirational motivation, intellectual stimulation, and individual consideration.

Fry (2003) explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff potential for growth and development.   Several reasons indicate that there should be a relationship between leadership style and   organizational performance. Studies have suggested that leadership can of performance when organizations face these new challenges (McGrath & MacMillan, 2000). Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments and coordinating collective action. This leadercentred perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996). Some studies have explored the strategic role of leadership to investigate how to employe leadership paradigms and use leadership behaviour to improve organizational performance (Judge Bono, Ilies, and Gerhardt, 2002; Judge and Piccolo, 2004; Keller, 2006; McGrath and MacMillan, 2000;   Meyer and Heppard, 2000; Purcell, Kinnie, Hutchinson and Dickson, 2004; Yukl, 2002). This is because intangible asset such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and   organizational   performance (Purcell et al., 2004).

B. Organizational Culture

Organizational culture is based on the concept of building on three levels: Level *Basic Assumption*, *Value*, and *Artifact* namely something that is left behind. (Schein, 1991). A level of basic assumptions is a human relationship with what is in the environment; such as nature, plants, animals, and other humans. The basic assumption could mean a philosophy, a belief that cannot be seen by the eye but it is existed. Second, Value has a deep relation to acts or behavior. Because of it, value can be measured with any changes or through social consensus. While the artifact is something that can be seen but it is difficult to simulated. It can be in the form of technology, art, or anything that can be heard (Brown, 1998**).**

Organizational culture is a form of beliefs, values, and ways that can be learnt to cope and live in organization. Organizational culture is likely to be realized by the organization members (Deal, Kennedy, 1984**).** Erwin(1996) stated that a strong culture would drive the organization performance and served to overcome the organizational members' problems to adapt to their external environment by strengthen the understanding of the organization members, the ability to realize the mission, goals, method, standard, and evaluation.

C. Job Satisfaction

Job satisfaction of employees plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the productivity, and increases the quality of work. Dipboye and Howell (1994) stated that job satisfaction was the overall result of the employee's like and dislike degree on various aspects of the job. This showed that job satisfaction reflected a person's attitude toward his work, which would affect the performance of one's work. Weiss et al. (1967) expressed job satisfaction as a basic indicator of individual success in the workplace which had been achieved in maintaining a relationship between himself and the work environment; consisting of intrinsic and extrinsic satisfaction.

Employee satisfaction has a positive persuade on organizational performance. Beside this, firm profitability has a reasonable non-recursive effect on employee satisfaction. Employee satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of good and services. There is no doubt in it that employee satisfaction is critical to attain quality and profitability in organization. Employee satisfaction impacts quality at industry, to achieve quality and profitability at organization, employee satisfaction is fundamental and without it, organization cannot think of being successful.

Luthans (1995) said that job satisfaction was an expression of employee's satisfaction about how their work could give benefit to the organization, which means that what was obtained in the works had already met things that were considered important. Job satisfaction is expressed as something fun or the positive emotional outcome for submitting one's or work experience (Celluci, Anthony and David, 1978**).**

D. Organizational Performance.

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus,many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Performance often referred to performance is also called the result which means what the individual employee has produced. Result is affected

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by the organizational performance whose components consist of Organizational Development, Compensation Plan, Communication System, Managerial Style, Organization Structure, Policies and Procedures (Robbins, 2003). Another term is *human output* which can be measured from the *productivity, absence, turnover, citizenship*, and *satisfaction* (Baron, and. Greenberg, 1990). According to Chen (2002), organizational performance means the "transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness).

Lebans & Euske (2006) provide a set of definitions to illustrate the concept of organizational performance: Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Performance is dynamic, requiring judgment and interpretation. Performance may be illustrated by using a causal model that describes how current actions may affect future results. Performance may be understood differently depending on the person involved assessment of the organizational performance. To define the concept of performance is necessary to know its elements characteristic to each area of responsibility. To report an organization's performance level, it is necessary to be able quantify the results. On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. Based on the literature that has been presented, the conceptual framework in this study as follows:
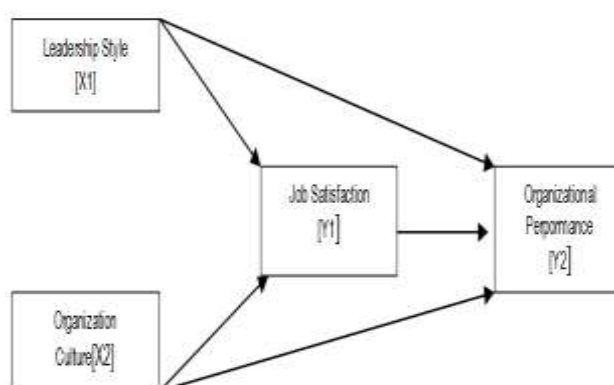

Figure 1. The conceptual framework

Hypothesis: Hypothesis is used in an experiment to define the relationship between two variables. The purpose of a hypothesis is to find the answer to a question. A formalized hypothesis will force us to think about what results we should look for in an experiment.
Hypothesis 1a. Leadership style effect on job satisfaction
Hypothesis 1b. Organizationalculture influence on job satisfaction
Hypothesis 2a. Leadership styles affect the organization's performance
Hypothesis 2b. Leadershipstylesaffect the organization's performance
Hypothesis 3 Job Satisfaction effect on organizational performance.
Hypothesis 4a. Job satisfaction as mediate leadership style of to organizational performance
Hypothesis 4b. Job satisfaction as a mediate organizational culture onorganizational performance

II. METHODS

Research Design

This research was designed through explanations *(explanatory research)* by applying survey methods. It was specifically examined the phenomenon and results of empirical studies related to the improvement of organizational performance. The quantitative research was used to get an overview and profound explanations of the phenomenon and the results of empirical studies related to problems in the research.

Data Analysis Techniques

This research used a path analysis technique. There were 70 MICE Company in Jakarta used as the research population. The number of samples was represented by 288 MICE employee members as respondent with the Slovin formula(Umar, 2002) to obtain a total sample of 166 respondents. The indicator and item of research were based on, leadership style, organizational culture, job satisfaction, and organizational performance

variables which were applied in the research instrument. Then it was distributed to 166 respondents. In order to check the reliability and validity of the research, the research instrument was tested to 30 respondents in a try out before it was distributed. The try out result had fulfilled the requirements to proceed with the research.

III. RESULTS

This chapter shows an overview of the respondent descriptions; among them are gender, age, the level of general education, rank and work experience. All of them are summarized and presented in the following table:

Table11 Respondent Description

	commentary	Total	Percentage
	Sex		
1.	Male	166	100 %
2.	Female	-	-
	Total	166	100%
	Age of Respondents		
1.	Less than 30 years	31	18, 56
2.	More than 30 years - 40 years	46	27, 54
3.	More than 40 years -50 years	78	47, 31
4.	More than 50 years	10	6, 59
	Total	166	100%
	Education Level		
1.	Junior High School	51	31,14
2.	Senior High School	81	49,70
3.	University	23	13,77
	Total	166	100%
	Respondents experience		
1.	Less than 10 years	43	26,35
2.	More than 10 years - 15 years	53	31,74
3.	More than 15 years - 20 years	46	27,54
4.	More than 20 years	23	14,37
	Total	166	100%

According to Table 1, all respondents are male (100%). Allmember who served in the MICE are men because the areasof duty arerather wide and through limited time, so it requires a strong physical. In terms of age, the members are generally dominated by the older age in 40-50 age range (78 respondents). This age range is the productive age and has extensive experience that supports the younger ones. The education level is generally dominated by the senior high school (81 respondents) because mostly the members were Senior High School graduate when they enteredcompany Force. In general, the members with a work experience ranging from 10 years to 15 years.

**Hypothesis testing result**

Table 2. Direct Effect between Variables

Independent variables	Dependent variable	coefficient	p-value	information
Leadership Style	Job Satisfaction	0,231	0,003	Significant
Organizational Culture	Job Satisfaction	0,755	0,000	Significant
Leadership Style	Organizational performance	0,002	0,990	not Significant
Organizational Culture	Organizational performance	0,000	0,999	not Significant
Job Satisfaction	Organizational performance	0,890	0.000	Significant

Table 3 Indirect Effect between Variables

No	Effect of variable	Magnitude Effects	Information
1	Leadership Styles on Organizational Performance through Job Satisfaction	0,231 X 0,891 = 0,206	Significant
2	Organizational Culture on Organizational Performance through Job Satisfaction	0,755 X 0,891 = 0,673	Significant

According to the tables above, it can be explained model that:

Ficture, 1. Research Model.
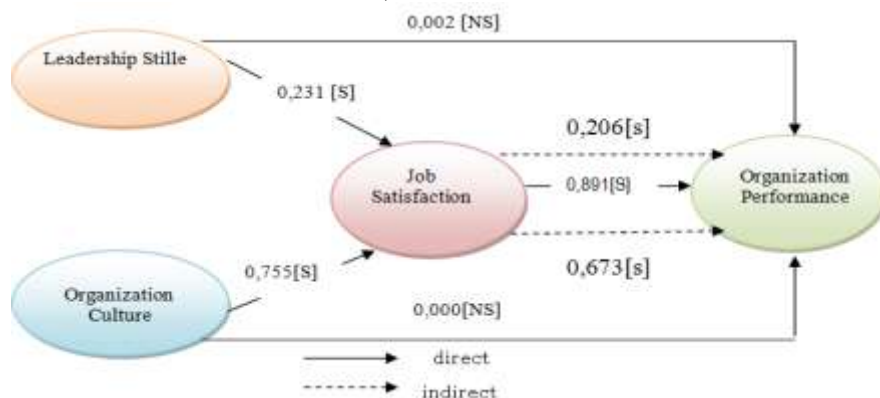
IV. ANALYSIS AND DISCUSSION

Organizational MICE had been able to increase job satisfaction. This means that the prevailing culture has fulfilled the expectations of its members. The results of this study support the research conducted by Kirk L. Rongga (2001); Chow, et al. (2001). Although cultural objects and sites, as well as measuring instruments used are different, but the same results, so it can be said of this study extend the results of previous studies.

This means that the leadership had tried to provide a broad autonomy for the development of insight members and to encourage members to work better.The research results support the study done by Chan et al (2004), Wilson (1995), Savery (2001); Chew and Sharma (2005). It indicates that the leadership styles used by a manager could be accepted by employees. The increase of job satisfaction which could increase the job performance indicated that job satisfaction was an important matterand it was formed from the autonomy of the supervisor, as well as feedback from colleagues. These results also supported previous research conducted by Lawler and Porter (1967) which concluded that high job satisfaction would improve the performance of the company.

Organizational culture has not been able increase the organizational performance to the fullest yet. This means that the value of organizational culture from management support indicators had not been able to improve organizational performance related to the criminal disclosure cases that accumulated due to limited funding and human resource competencies. The results of the study supported the research conducted by Gifford, Zammuto and Goodman (2002) which indicated that good performance was not only influenced by culture, but there were also other variables affected good performance. One of themwas job satisfaction. Factors of organizational culture at the moment were faced with a change from military culture to civilian culture. The culture transition made the existing organizational culture under a less powerful condition, so that it could give an impact on organizational performance .

Job satisfaction was a mediator of the power of organizational culture in improving the organizational performance, which means the member's job satisfaction had an important role to strengthen the organization culture to result in organizational performance. This study collaborated with Hesberg theory (1968) on Job Satisfaction. Leadership style is not maximalyet in improving the organizational performance. This means that the leadership style would be able to improve organizational performance if it could increase member's satisfaction.

This is understandable because the leadership was still in a transition from military culture to civilian culture. The results of this study are not the same as the results of research conducted by Nicholas O' Regan and Abby Ghobadian (2004), Shao Lian, Sheila Webber, (2004), Montes, (2005), Alberto, Aragon (2007).However, the results of this study support the research conducted by Ogbonna and Harris (2000). Job satisfaction was a mediator of the influence of leadership style on the organizational performance, which means that member's job satisfaction was determined by the role of leadership style in order to improve organizational performance. This reseachcan be collaborated with Schein (1991) on leadership styles.

V. CONCLUSION

Leadership style which was formed from the charismatic leadership style, inspirational, intellectual stimulation, and individual attention had been able to increase the job satisfaction of its members. Organizational culture wass formed from the management support, work challenge, loyalty, social cohesion and community cooperation. Job satisfaction which was formed through autonomy and feedback could improve

organizational performance. On the other hand, organizational culture that had been formed from the management support, work challenge, loyalty, social cohesion and community cooperation could not improve organizational performance.

Therefore, it can be proved that the existence of the phenomenon that the MICE Jakarta assessed was not maximal to the public yet. Similarly, the leadership style leader formed from high charisma, inspirational, intellectual stimulation, and individual attention had not been able to improve the MICE organizational performance because of the transition in leadership culture. Finally, to make leadership style and organizational culture in MICE perform well, the job satisfaction factor becomes an important factor to support a stronger leadership style and organizational culture in accordance with the members' expectations, so that the organizational performance becomes better in fulfilling the community's expectation.

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