

## ABSTRACT

### THE INFLUENCE OF ORGANIZATIONAL STRUCTURE, ORGANIZATIONAL CULTURE, LEADERSHIP AND STRATEGIC ALLIANCE TO ORGANIZATIONAL INNOVATION AND PERFORMANCE OF THREE STAR HOTELS IN EAST JAVA

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In more competitive business environment, the more adaptive and innovative organization is required in order to be able to maintain its organizational performance. This research is intended to study the factors influencing the organizational innovation and its influences upon the organizational performance of the three-starred hotels in East Java. Those factors are the organizational structure, corporate culture, leadership and strategic alliance.

This research applies a group of samples consisting of hotel employees under permanent employment contract status scattered in 20 three-starred hotels in East Java. Samples in each hotel, namely 15% of them, are taken under the Proportional Simple Random Sampling technique, so that altogether come to a total of 501 respondents. Majority of the collected data are primary as well as secondary data. The collected data are analyzed by using the Structural Equation Modeling (SEM) assisted by the applied programs of AMOS 4.0 and LISREL 8.30.

Outputs of the research indicate that organizational innovation is directly affected significantly by the factors of organizational structure, corporate culture, leadership and strategic alliance. The organizational performance is also directly influenced significantly by the organizational structure, corporate culture, leadership and strategic alliance. The organizational innovation directly affects the organizational performance of the three-starred hotels in East Java significantly.

To be more detailed, outputs of this research is that the organizational structure has a direct and significant effect to the organizational innovation. The corporate culture has a direct and significant effect to the organizational innovation. Leadership has a direct and positive influence to the organizational innovation. The organizational structure has a direct and significant effect to the organizational performance. The corporate culture has a direct and significant influence to the organizational performance. Leadership has a direct and significant influence to the organizational performance. The strategic alliance has a direct and significant influence to the organizational performance. Organizational innovation has a direct and significant effect to the organizational performance of the three-starred hotels in East Java.

**Key words:** organizational structure, corporate culture, leadership, strategic alliance, organizational innovation, organizational performance.