

# **SECTION 1**

## **INTRODUCTION TO STUDY**

### **1.1 Background**

Discipline is important in the workplace because it helps supervisory personnel ensure that employees adhere to established company rules and policies. It allows them to correct unacceptable behavior and maintain good conduct in the company. Discipline encompasses the issuance of a letter of warning, letter of suspension or actual termination. Examples of misconduct include insubordination, theft, dishonesty, failure to follow rules and policies, rude or abusive languages at work, failure to notify an absence and excessive tardiness.

An effective employee-discipline code creates a congenial environment in which employees can work. This increases their output, which translates into increased profit for an organization. Also in today's world of easy communication, a company with a strong reputation of employee discipline can retain employees as well as attract more talent.

### **1.2 Problem Statement**

This study had its focus on disciplinary problems among Engineering Department employees in Sunway Resort Hotel & Spa. Frequent late coming to workplace and too many sick leaves among employees are the main disciplinary problems which currently faced by the Engineering department. This leads the remaining employees working at greater pressure and many have expressed lack of motivation to work and displeasure taking workloads. In addition, the department is constantly receiving negative feedbacks on the services as other operational department and hotel guest had to wait long for the maintenance work to be done. Up to the present time, there has not been any scientific study conducted to determine the disciplinary problems.

### **1.3 Research Question**

- (1) What is the rate for the stated disciplinary problems in Engineering Department?
- (2) What are factors that contribute to the problem?
- (3) What is the impact of employee disciplinary problems on company performance?
- (4) What are the solutions to overcome the problem?

### **1.4 Objectives of the Study**

- (1) To identify the trend of discipline problems among the employees.
- (2) To analyze the factors that caused the discipline problem at the company.
- (3) To identify the effects of disciplinary problems to the organization.
- (4) To recommend the steps to solve the discipline problem at the company.

### **1.5 Scope of Study**

The scope of this study encompasses employees from the Engineering Department of the company, namely 35 operations staffs which study will be carried out based on the high rates of late coming and medical leave.

### **1.6 Significance of the Study**

This study is expected to be useful to the organizational and department concern as it provides as study of the existing problems and some solutions that are deemed to be able to resolve the problems in the Engineering Department. In-house research is needed in areas of professional and self development of the employees through training and mentoring. Organizational research and analysis would also be required for assessment of performance management, process reengineering, departmental assessment and well-being of employees. With regard to the staff, a properly conducted research can reveal crucial information on their satisfaction quotient, the difficulties encountered by them and how the issues pertaining to relationships at the workplace can be tackled. An analysis of the results would enable the management to bring about changes for the overall effective functioning of the organization and its employees. The employees can be mentored and trained based on the needs. This would facilitate personal as well as professional development enhancing overall organizational performance.

## **1.7 Structure of the Report**

Here is the structure of the report, which introduces how the report is presented or organized into. It consists of six main sections, namely:

- (1) Introduction to the Study
- (2) Company Background
- (3) Review of Literature and Past Study Findings
- (4) Method of Research
- (5) Analysis
- (6) Conclusions and Recommendations

## SECTION 2

### COMPANY BACKGROUND

#### 2.1 Establishment History

Sunway Resort Hotel & Spa was opened in 1997 and was established in 2001. SRHS varied offerings are coupled by the enticing charm of the 800-acre Sunway Integrated Resort City.



Just 25 minutes from the heartbeat of the city and 35 minutes from Kuala Lumpur International Airport, Sunway Resort Hotel & Spa is strategically located with extensive connectivity to the thriving business district via major highways and expressways.

#### 2.2 Product / Services

The 441-room, 5 star premier Sunway Resort Hotel & Spa offers a collection of well-appointed renovated guestrooms and suites which includes a selection of creatively decorated Arabian, Tranquility and Honeymoon theme suites. Other guestrooms include Premier rooms, Premier executive suites, The Club rooms and suites and an impressive Presidential Suite as shown in Figure 2.1. All guestrooms are equipped with conveniences for the modern business and leisure traveler.



Figure 2.1: Type of Rooms

Sunway Resort Hotel & Spa provides the following facilities as integration and interconnectivity for easy access within resort, fitness centre, landscaped swimming

pool, Balinese-inspired Mandara Spa, 24-hour Room Service, laundry and dry-cleaning services, tour and travel services and babysitting services.

Strategically located on the uppermost floors of the Sunway Resort Hotel & Spa are The Club guestrooms and suites. They are designed for a lifestyle of comfort, privacy and exclusivity with all the necessary facilities and services to cater for business executives on the go.

Blending in unobtrusively to its natural surroundings and situated at the highest peak of the integrated destination is Mandara Spa as shown in Figure 2.2. Bearing a contemporary ambiance, Mandara Spa showcases hints of Balinese culture and features over 30 spa treatments that employ the purest and highest quality essential oils and ingredients, performed by a team of experienced Balinese and Malaysian therapists. Mandara Spa welcomes guests 16 years of age and above.



Figure 2.2: Mandara Spa

Sunway Resort Hotel & Spa combined with the adjacent Sunway Pyramid Convention Centre (as shown in Figure 2.3) offers a total of over 10,000 square meters of function space featuring 55 meeting rooms, two auditorium and Meet-On-10 – a contemporary and stylish meeting and The Circle: a dedicated refreshments area within a bistro-like atmosphere (as shown in Figure 2.4).



Figure 2.3: Sunway Pyramid Convention Centre



Figure 2.4: Grand Ballroom / Meeting Rooms

With six district restaurants, cafes and bars in Sunway Resort Hotel & Spa (as shown in Figure 2.5).



Figure 2.5: Fuzion Coffee House

### 2.3 Organization Management

Figure 2.6 is the senior leadership organizational chart and Figure 2.7 is the Engineering Department's of Sunway Resort Hotel & Spa's organizational chart.



Figure 2.6: Senior Organizational Chart

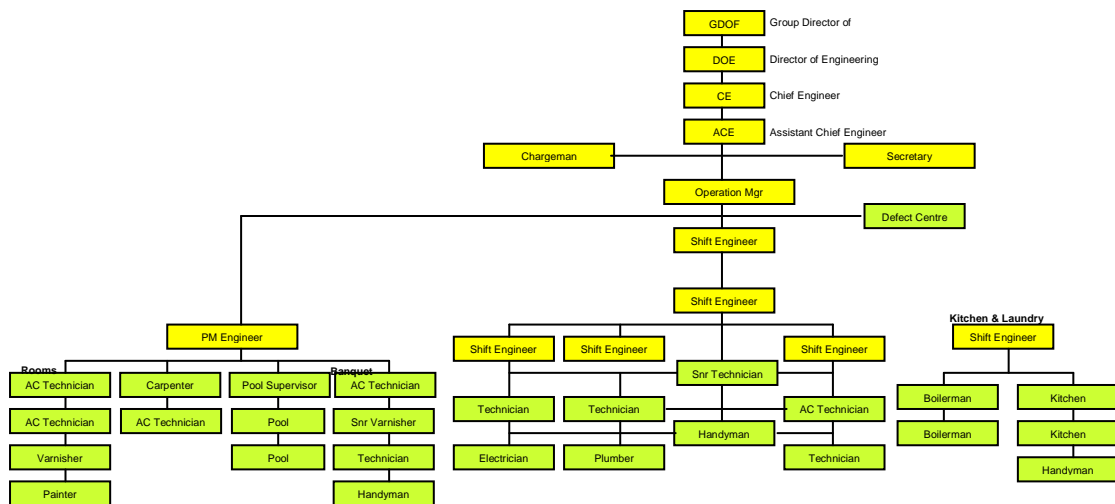


Figure 2.7: Engineering Department Organizational Chart

Sunway Resort Hotel & Spa has its own strategic vision which is “A Destination of Distinction in Asia by 2015. As the mission will be “We are a unique and fully integrated resort within a city, providing guests a memorable experience with an abundance of choices in a friendly environment”. Sunway Resort Hotel & Spa’s values will be “Malaysian Hospitality, Customer Focused, Teamwork, Integrity, Innovation, Leadership By Example and Profitability”.

## 2.4 Post

In Sunway Resort Hotel & Spa, Engineering Department will be the department which will be the substance in this study. Table 2.1 shows the current manpower of the engineering team.

<b>Position</b>	<b>Manpower</b>
<b>Management Team</b>	5
- Group Director of Facilities	
- Director of Engineering	
- Chief Engineer	
- Assistant Chief Engineer	
- Secretary	
<b>Project Manager</b>	1
<b>Shift Engineer</b>	7
<b>Preventive Maintenance Engineer</b>	1
<b>Handyman</b>	3
<b>Senior Technician</b>	2
<b>Aircond Technician</b>	5
<b>Kitchen Technician</b>	1
<b>Plumber</b>	1
<b>Technician</b>	4
<b>Electrician</b>	1
<b>Pool Supervisor</b>	1
<b>Pool Attendant</b>	2
<b>Defect Centre</b>	2
<b>Varnisher/Painter</b>	5
<b>Carpenter</b>	2
<b>Total Manning</b>	<b>43</b>
<i>Source : Engineering Department</i>	

Table 2.1: Engineering Department Manpower

## 2.5 Organization's Performance / Achievements

The hotel benefits from the recognition and reputation of the "Sunway" brand name, appealing to both domestic and international tourists. The quality and standard of the hotel has been recognized by numerous awards including Trip Advisor's Travelers' Choice Award 2012, Top 25 Luxury Hotels in Malaysia (January 2012 – Ranked 16th), The Brand Laureate Top 10 Master Awards 2011, People's Choice – Most Creative Restaurant Station, Most Creative Food Presentation, Most Outstanding



Cuisine. Judges Choice – Most Creative Restaurant, Best Marketed Restaurant of the Festival.

The Ministry of Tourism awarded a 5-star accreditation Malaysia National Excellence OSH Award in December 2001 under Hotel & Restaurant Industry category on successful implementation of occupational safety and health management system (OSH-MS) towards self-regulatory compliance; Awarded by National Council for Occupational Safety & Health (NCOSH).

# SECTION 3

## REVIEW OF LITERATURE AND PAST STUDY

### FINDINGS

#### 3.1 Definition of Discipline

According to Dessler (2001) discipline is a procedure that corrects or punishes a subordinate because a rule of procedure has been violated. While, Rue & Byars (1996) argues that discipline should be viewed as a condition within an organization whereby employees know what is expected of them in terms of the organization's rules, Standards and Policies and what the consequences are of infractions. Henri Fayol, a noted French management theorist, proposed the 14 Principles that he felt were essential to effective management. Discipline was one of those principles as shown in Figure 3.1. Fayol believed that a disciplined employee was one that not only was sincere about his work, but also had faith in the policies and procedures of an organization.



Figure 3.1: Henri Fayol's 14 Principles

In Fayol's opinion, discipline in the workplace was a necessity for an organization to prosper. Without it, an organization would certainly fail. Though Fayol was an avid supporter of the discipline concept, he did not believe that discipline should mimic

bullying. Instead, he felt that employee discipline should be handled in a fair and just manner and should apply equally to everyone.

### 3.2 Review of Theories

#### 1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is a theory in psychology proposed by Abraham Maslow in his article – A Theory of Human Motivation in 1943. In this article, Abraham Maslow attempted to formulate a needs-based framework of human motivation and it is often portrayed in the shape of a pyramid as shown in Figure 3.2; with the largest and most fundamental levels of needs at the bottom and the need for self-actualization at the top.

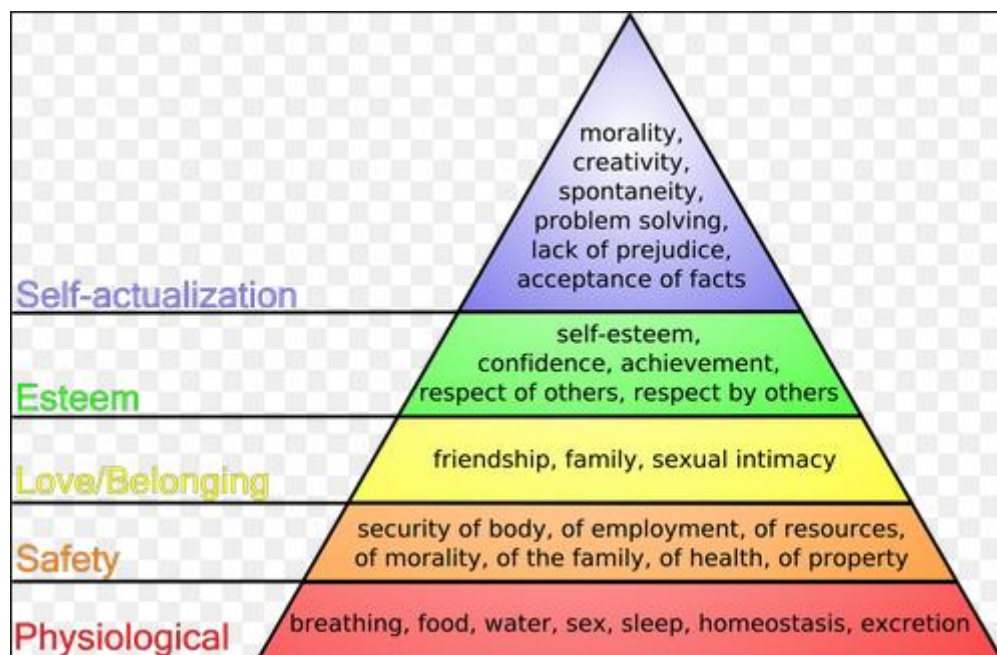


Figure 3.2: Maslow's Hierarchy of Needs

Based on Maslow's theory of motivation, human beings are usually motivated by unsatisfied needs, which are fundamental needs to be satisfied before higher needs can be addressed. The most basic needs consist of physiological, safety, love or belonging and esteem needs; which located at the bottom four layers of the pyramid. These basic needs also called as "deficiency needs".

As illustrated in the hierarchical diagram, when a person need is satisfied and no longer motivates, they continue to move toward growth, and eventually self-actualization, which is located on top of the pyramid.

i. Physiological Needs

Physiological needs are the basic requirements for human survival. Air, water and food are the basic needs for all living organisms to survive. While clothing and shelter are necessary protection for the human. In terms organizational factors, physiological needs include wages and working conditions.

ii. Safety Needs

Once the physiological needs are satisfied, one will look for safety and security needs in order to free from threat of physical and emotional harm. Safety needs include personal security, financial security, health and well-being, job security and retirement benefits.

iii. Love or Belongings

Once a person has met the physiological and safety needs, one will look for higher level of needs; that is social needs which involve love and belonging. Social needs are related to interaction with other and a sense of belonging in the society, this include needs for friendship, family and love.

iv. Esteem Needs

When the first three layers of needs are satisfied, the needs for esteem will become important. These involves needs of self-esteem, confidence, achievement, respect of others, recognition and status.

v. Self-Actualization Needs

Self-actualization was located on summit of the Maslow's Hierarchy of Needs. When all the foregoing needs are satisfied, then one will need the needs for self-actualization.

Maslow's Hierarchy of Needs was first appeared in 1943. The world has changed enormously in the past 68 years and various researches and critics have risen to challenge Maslow.

Criticisms on the hierarchy of needs were raised by many researchers. Geert Hofstede (1984) criticized that the arrangement of hierarchy of needs are ethnocentric. The hierarchy of needs was created from Maslow's individual perspective.

Thus, the order of needs as shown in the hierarchy with self-actualization on top does not represent the needs of those from the collectivist cultures. Whereas, needs of acceptance and community outweigh the needs of freedom and individuality in collectivist societies (Cianci & Grambel, 2003).

Kendrick (2010) also criticized that the position and value of sex at the bottom of the pyramid, along with air, water and food. Sex was view from an individualistic and not collectivist perspective.

Kiel (1999) suggested to update the hierarchy of needs based on today's society. The hierarchy shall be an open and wide face structure to reflect self-actualization is never ending. There is no end to one's potential and the process of development does not end. Continuous improvement is essential in today's environment.

As mentioned in the above studies, the Maslow's Hierarchy of Needs is said to be individualistic, outdated and imcomplete in today work environment. Hence, Helen A. Howletts' "Howletts Hierarchy of Work Motivators" appears to be more applicable to current work environment. According to Howletts, salary, benefits, working conditions, supervision, policy, safety, security, affiliation and relationships are all externally motivated needs. These are the first three levels of Howletts Hierarchy. When these needs are satisfied, one will moves up to level four and subsequently level five. However, if levels one to three are not achieved, one will become dissatisfied with their job. Hence, the productivity of the person will reduce and eventually quits or being fired. The last two levels, level four and five of Howletts Hierarchy are internal motivators which consists of achievement, advancement, recognition, growth, responsibility and job nature. These occur when a person motivates himself, after external motivation needs are met. An employer or leader that meets the needs on the Howletts Hierarchy will see motivated staffs and increase of productivity.

## 2. Herzberg's Two-Factor Theory

The Herzberg's Two-Factor Theory is also known Herzberg's Motivation-Hygiene Theory was proposed by Frederick Herzberg, a psychologist. Herzberg was interviewed and analyzed the job satisfaction of two hundred and three (203) American accountants and engineers. The subjects were asked to recall when they had felt positive and negative at work and the reasons why.

From the research, he found that there are two sets of factors affecting the motivation and satisfaction at work, that is hygiene factors and motivator factors; as summarized in Figure 3.3.



Figure 3.3: Herzberg's Two-Factor Theory

Hygiene factors are extrinsic to the work itself, it is based on the employee's needs to avoid unpleasantness at work. Hygiene factors do not give positive satisfaction to the employee, but with them absent, will cause dissatisfaction at work. Some of the examples of hygiene factors are working conditions, company policy and administration, wages and benefits, supervision, status, feeling of job security, quality of inter relationship with co-workers and personal life.

Motivator factors are intrinsic to the work itself, it is based on an individual's need for personal growth. Motivator factors give positive satisfaction at work. However, if these factors are effective, they can motivate the employee to achieve above-average performance. Some of the examples of motivator factors are recognition, achievement, advancement, growth, responsibility and job challenge.

Critics argue that individual differences which occur due to different personality traits have affected the influence of motivation factors to the employee. As highlighted by Lyndsay Swinton (2006), what motivates one may not be dissatisfies for someone else. For example, based on Herberg’s theory, increased of responsibility may see as a motivator factor to one. However, in sudden incident where the pay does not reflect the new role added; increased of responsibility will become dissatisfies to someone.

Some critics also argue that job satisfaction does not necessary imply to a high level of motivation or productivity. They would suggest that every individual is different and therefore they are not necessary motivated by the same things.

### 3. Theory X and Theory Y

Theory X and Theory Y were created by Douglas McGregor in the 1960s. According to McGregor, there are two types of attitude towards workforce motivation. Manager, who tends towards Theory X, generally will get poor results; whereas manager who tends toward theory Y will produces better results and performance, and allows people to develop and grow. Figure 3.5 summarized the assumptions made under McGregor’s Theory X and Theory Y.

Under Theory X, management assumes those average people are lazy, dislike work and will try to avoid it if they can. They have no ambition, try to avoid responsibility and would rather follow than lead. They are self-centered and therefore do not care about organizational goals, resist change and are gullible and not particularly intelligent.

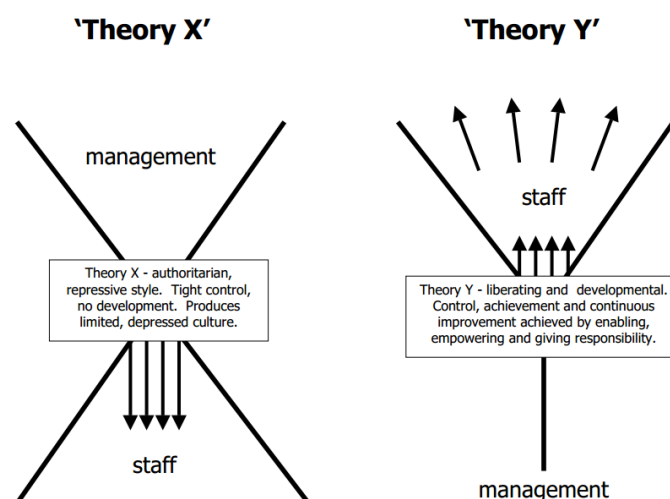


Figure 3.4: McGregor’s Theory X and Theory Y

Theory X assumes that people work only for money and security. Therefore, Theory X managers rely heavily on implicit threats, coercion, close supervision, tight control to gain their employee's compliance.

Under Theory Y, management assumes employees are ambitious; to them, work can be as natural as play and rest. They are self-motivated and exercise self-control; they will be self-directed to meet their work objectives if they have committed to it. They will seek and can handle responsibility as creativity and ingenuity are common in the population.

Theory Y manager believe their employees possess the ability for problem solving and they can accept responsibility. They believe that the satisfaction of doing a good job is a strong motivation to the employees.

In the 1970s, 1980s and 1990s, McGregor's Theory X and Theory Y were used as the basis for discussion of management style, employee involvement and worker motivation. Empirical evidence concerning the validity of Theory X and Theory Y; however, was mixed. Therefore, some writers suggested that organizations implementing Theory Y tended to revert back to Theory X during economic downturn.

Other researchers suggested that Theory Y was not always more effective than Theory X. Hence, the management need to determine the most appropriate theory shall apply based on situation. William Ouchi's Theory Z was attempted to combine both the strengths of American management philosophies based on Theory Y and Japanese management philosophies.

#### 4. ERG Theory

ERG Theory was proposed by Clayton P. Alderfer in 1969 in a psychological review article – An Empirical Test of a New Theory of Human Needs. Alderfer was further expanded the Maslow's Hierarchy of Needs by distinguishes the human needs into three categories, existence, relatedness and growth as shown in Figure 3.5.



## 2. Alderfer's ERG Theory

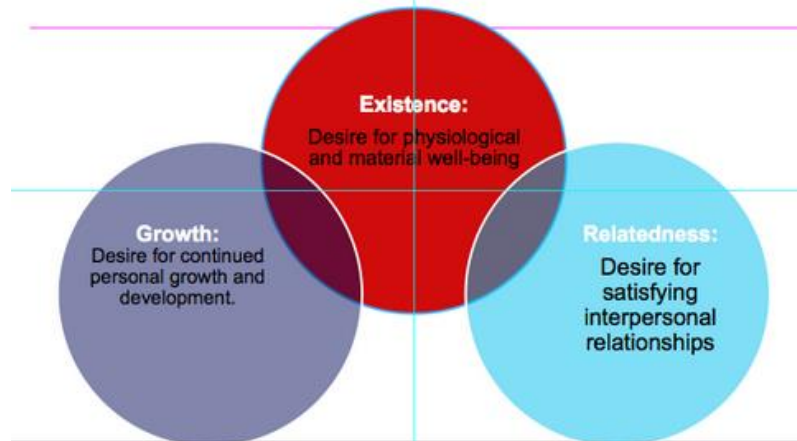


Figure 3.5: Clayton P. Alderfer's ERG Theory

The Existence needs are physiological and safety needs, that is the two lowest levels needs in Maslow's Hierarchy of Needs; this category is concerned with providing the basic material existence requirements.

The Relatedness needs consist of interpersonal love and esteem needs, which are the third and fourth levels of Maslow's Hierarchy of Needs. This category is concerned with the human desire for maintaining important interpersonal relationships, social and status desires which involve external esteem.

The Growth needs consist of self actualization and self esteem need, which are the Maslow's fourth and fifth level of needs. This category is concerned with the intrinsic desire to growth and personal development.

Even though ERG Theory was an expansion of Maslow's Hierarchy of Needs Theory, however, the three categories are not arranged according to hierarchy. ERG Theory recognized that the order of important of these three categories may vary for each individual as shown in Figure 3.6.

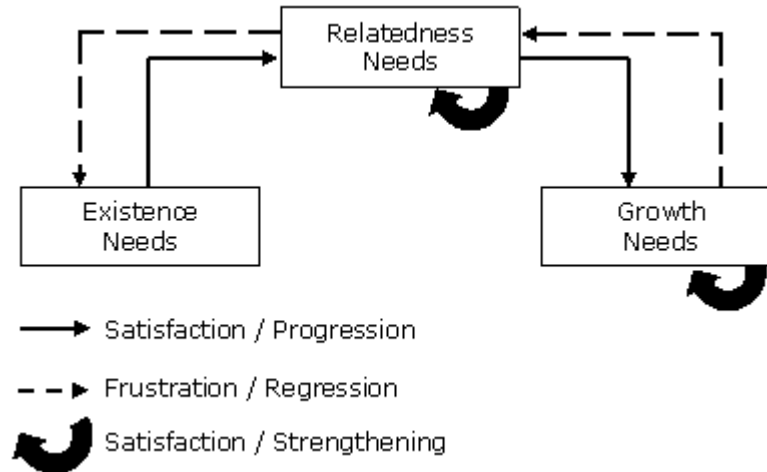


Figure 3.6: Relationship of ERG Theory Categories

According to Alderfer, managers must recognize that an employee has multiple needs to satisfy simultaneously. Therefore, focusing exclusively on one need at a time will not effectively motivate them.

As shown in Figure 3.6, if the higher level of needs remain unfulfilled, one may regress to lower level needs which is easier achievable. This is known as the frustration-regression principle, which gives an impact to the workplace motivation. As an example, if growth opportunities are not provided to the employees, they may regress to the relatedness needs, and socialize more with co-workers.

Like Maslow's Hierarchy of Needs Theory, ERG Theory is hierarchical, whereby the existence needs have priority over relatedness needs, which have priority over growth. However, the ERG Theory is not as rigid as Maslow's Hierarchy of Needs; it is flexible and allowed for a wider range of observed behaviors.

##### 5. McClelland's Need Theory

McClelland's Need Theory created by psychologist David McClelland. McClelland proposed that an individual's specific needs are acquired over time and it is formed by his or her life experience. Motivation of an individual is affected by three types of needs in this theory, which are achievement, affiliation and power. People with the different needs are motivated and tend to react differently as shown in Figure 3.7.

### McClelland's Need Theory:



Figure 3.7: McClelland Need Theory

For people who is achievement motivated, they prefer to work on tasks which is moderate difficulty, in which they can control the task or situation. They need regular feedback on their work in order to monitor the progress of their achievement and prefer to work in which the results are based on their effort instead of luck. People with need of achievement prefer to work alone or with other high achievers.

For people who have the need for affiliation, they prefer to spend time creating and maintaining social relationship with others. They need harmonies relationship and being loved and accepted by others. People in this group may perform well in customer service.

For people who have the need for power, they have the desire to influence, teach or encourage others. There are two types of power, personal and institutional power. Those with the desire to have institutional power want to prefer to work as a team to achieve common goals and they tend to be more effective than those with the need of personal power.

In management, people with high need for achievement should be given challenging tasks with reachable goals. Money is not an important motivator for high achievers; it is only a form of feedback to their achievement. For people with high need for affiliation, they tend to perform well in a cooperative environment. While for people with high need for power, management should provide them opportunity to manage others. According to McClelland, those in top management positions should have a high need for power and low need for affiliation.

### 3.3 Past Findings

It is important to keep employees satisfied and motivated in today's working environment. This is because, motivated employees result in productivity and performance for the organization. The biggest issue in today business world, no matter in private or public, large or small organization is managing the underperformance employees; the same issue emerges. There was dramatic shift in the values and priorities of everyday employee. Today, people became more educated and therefore what employees want from their employers has changed as well.

Hence, values formerly characterized most employees in most organization has change dramatically. Today, the values and needs of most employees have changed; they focus on self and emphasis characteristics that lead to self-development and self-fulfillment. A comparison against past and present characteristics of most employees in summarized in Figure 3.8.

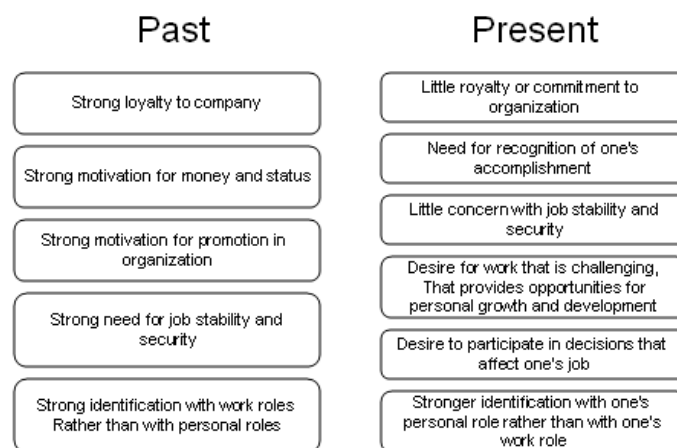


Figure 3.8: Comparison of Past and Present Characteristic of Most Employees

A Hawthorne study was the one of biggest study of job satisfaction. This study was conducted by the Elton Mayo of the Harvard Business School to find out the effect of various conditions of worker's productivity. It is called the Hawthorne Effects. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management also had a significant impact on the study of job satisfaction. Principles of Scientific Management book (Taylor, 1911) was argued that there was a single best way to perform any given work task. This book contributed to a change in

industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. Therefore industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

According to Luthan 2002, there are three generally accepted dimensions of job satisfaction.

1. Job satisfaction is an emotional response to a job situation.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations. For an example, if organizational participants feel that they are working much harder than others in the same organization, but are receiving fewer rewards, they will probably have a negative attitude towards the work.
3. Job satisfaction represent several attitudes, they are:-
  - a) Pay
  - b) Promotion opportunities
  - c) Working conditions
  - d) Co-worker relationship
  - e) Supervision
  - f) The work nature

## **SECTION 4**

### **METHODOLOGY OF STUDY**

#### **4.1 Defining the Method of Study**

A methodology is really a system associated with organizing concepts underlying a place of research. Each strategy represents another approach in order to evaluation. Just like any procedure, one of the very important actions in conducting a successful assessment is choosing the proper way to go to do it (Saunders, Lewis & Thornhill, 2003). Research, a somewhat intimidating term for some, is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors (Uma Sekaran & Roger Bougie, 2009).

#### **4.2 Research Approach and Types of Research**

Research is an organized, systematic, data-based, critical, objective scientific inquiry or investigation into a specific problem (Sekaran, 2003:5). Research involves searching, explaining and exploring phenomena (problems, interrelationship between variables, important events but little understood) so that true nature of problem is revealed. Explaining the cause-effect relationship and the consequences leads to better knowledge and more effective solutions of problem. The information provided could be the result of a careful analysis of data gathered first-hand or of data that are already available (in the company, industry, archives, etc).

Studies may be either exploratory in nature or descriptive. An exploratory study is undertaken when not much is known about the situation at hand. A descriptive is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation.

Data can be quantitative (as generally gathered through structured questions) or qualitative (as generated from the broad answers to specific questions in interviews, or from responses to open-ended questions in a questionnaire, or through observation, or from already available information gathered from various sources).

#### 4.2.1 Quantitative Research

Quantitative research deals with entities and elements that can be described, measured and manipulated in a quantitative manner. Obvious quantitative researches are those that count the number of cars, their emissions and the wear and tear, the cost of repairs etc. All of these variables can be described in quantities of some metric i.e. numbers, gallons, miles, dollars, carbon particles per unit of emission etc. These data can be manipulated mathematically or statistically to derived information. But quantitative research also examines other variables that are not so easily quantifiable like happiness, sadness, depression, attitude, satisfaction etc. These variables are quantified by using various means and assumptions.

#### 4.2.2 Qualitative Research

Qualitative research describes situations, people and their perceptions without trying to quantify them. These researches look for meanings and understandings that are bound in time, place and people. Qualitative research uses interviews, observations, participation etc. to draw thick or rich description of the phenomenon of interest. The data then are textual, audio and video recordings. The data collection and analysis is no less systematic and rigorous but the forms of analysis are different because statistical analyses are not the main tools of analysis.

### **4.3 Source of Data**

There are two sources of data which may gather in the study, that is primary and secondary data. Primary data is data that are not existed and need to be collected by the researchers directly. While secondary data is existing data which the researchers may use for the study. Research data is either primary or secondary; both are valuable and meaningful for any type of research.

#### 4.3.1 Primary Data

Primary data is first hand data that collected by the researchers, it is important for any research or case study. It can be collected by the researchers via multiple researchers' tools, for an example survey forms, interview forms, observation forms, focus group discussion and etc.

It is unvarnished information about the results of a survey of observation. Besides collecting data, research also involve recording, analyzing, interpreting and presenting facts in the form of reports.

Collected data is also called raw data; it is useless and meaningless in any study unless being processed. Processed data is use to analyze and finally form the basis of objective conclusions for a study. Primary data is more accurate, details and most-up-to-date as compare with secondary data, as it is collected by the researcher himself and no one has tarnished it by adding their own opinion or bias.

#### 4.3.2 Secondary Data

Secondary data is basically the primary data collected, processed, printed and distributed by other previously. It can be obtained from records of data from other researchers, company records, data and information from the library and government departments and etc.

Researchers reuse and repurpose the existing data as secondary data because it is easier to obtain, less expensive and less time consuming. However, it is usually not as accurate and useful as primary data.

There are two types of secondary data, that is internal secondary data and external secondary data. Internal secondary data can be obtained within the organization where the research is conducted, while external secondary data can be obtained from external source like agencies and government departments.

#### **4.4 Research Method used in this Research**

For a more comprehensive and accurate study, combination of both primary and secondary data will be used in this study. Secondary research will be conducted first and then followed with primary research to fill up the gaps in the study.

This is a study of employee discipline problems at Engineering Department of Sunway Resort Hotel & Spa. In order to get better understanding of the issue under this study, secondary data was gathered from the records found in the department. For



an example records of attendance of the staff for the past three years which was extracted from the Engineering Department.

The collection of primary data was gathered through survey with the employee of Engineering Department and Director of Engineering. Survey form or questionnaire was distributed to the employee of the Engineering Department.

Section A of the survey form comprises of the personal information of the employees. For confidentiality purposes, respondents are not required to fill-in their name in the survey form. Ultimately, to gain cooperation from the respondents to answer frankly; and thus a more precise data can be collected.

Section B comprises questions which use to measure the employee satisfaction and attitude at workplace. Likert scale created by psychologist, Rensis Likert is used to measure the strength of agreement to the statements given. Specific questions with the multiple-choice answers were used in this section. The purpose is to provide specific questions is to improve the clarity and consistency of understanding among respondents; and a multiple-choice format enables the answers to be converted into scores and easily analyzed by using spreadsheet.

A total of 35 survey forms were distributed on August 18, 2014, that is equivalent to approximately 81% of the staff of Engineering Department was invited to participate in this research. All the survey forms were returned on August 25, 2014.

The sample of the survey can be referred in the Appendix Section of this project.

#### **4.5 Limitation**

The constraints of study refer to the problems faced in completing this study is the problem of obtaining data from the Human Resources Department. Besides, time factor is also a constraint in this research; three months given is considerable short to produce and accurate and details study on the problems. However, in general the information and data obtained in this study is true and may applicable to the workplace and organization.

## SECTION 5

### RESEARCH ANALYSIS

#### 5.1 Introduction

This section presents secondary data and primary data which were collected according to the methodology described in section 4 of this report. Secondary data was obtained from Summary of Staff Attendance record from 2011 till 2013 in the Engineering Department's record. Primary data include information from 35 Respondent obtained through questionnaires.

This section is divided further into three sub-sections which is the result from secondary data analysis and primary data analysis from the questionnaires.

#### 5.2 Trend of Discipline Records

##### 5.2.1 Medical Record for the Year 2011, 2012 and 2013

Figure 5.1 shows the medical leave records taken by the Engineering Department employees for year 2011. A total of 446 cases of medical leave were recorded for year 2011. Month of December recorded the highest frequency of medical leave which is 62 cases and followed by month of January with 46 cases. A total of 108 cases or 24% recorded for both months. In other words, there was approximately four staff took medical leave every day.

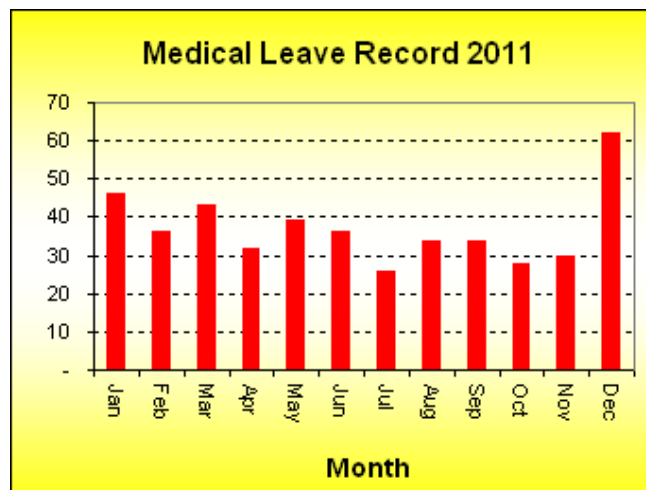


Figure 5.1: Medical Leave Record for the Year 2011

Figure 5.2 shows the medical leave records taken by the Engineering Department employees for year 2012. It was recorded total of 449 medical leave which is increased by 0.7% compared to year 2011. Again, month of December recorded the highest frequency of medical leave which is 62 cases and followed by month of January with 47 cases. A total of 109 cases or 24% recorded for both months. In other words, there was approximately four staff took medical leave every day.



Figure 5.2: Medical Leave Record for the Year 2012

Figure 5.3 shows the medical leave records taken by the Engineering Department employees for year 2013. It was recorded total of 454 medical leave which is increased by 1.1% compared to year 2012. Again, month of December recorded the highest frequency of medical leave which is 66 cases and followed by month of January with 48 cases. A total of 114 cases or 25% recorded for both months. In other words, there was approximately four staff took medical leave every day.



Figure 5.3: Medical Leave Record for the Year 2013

### 5.2.2 Lateness to Work Record for the Year 2011, 2012 and 2013

Figure 5.4 shows the lateness to work records taken by the Engineering Department employees for year 2011. A total of 1925 cases of lateness were recorded for year 2011. Month of December recorded the highest frequency of lateness which is 206 cases and followed by month of February with 198 cases. A total of 404 cases or 21% recorded for both months. In other words, there was approximately eighteen staff late to work every day.

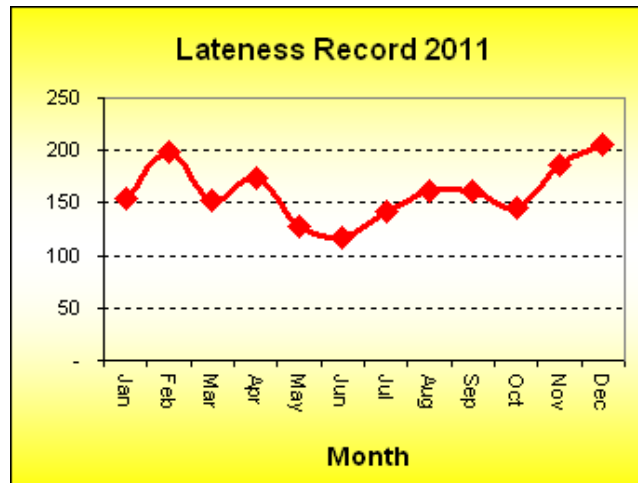


Figure 5.4: Lateness Record for the Year 2011

Figure 5.5 shows the lateness to work records taken by the Engineering Department employees for year 2012. A total of 1949 cases of lateness were recorded for year 2012. Month of November recorded the highest frequency of lateness which is 206 cases and followed by month of April with 202 cases. A total of 407 cases or 21% recorded for both months. In other words, there was approximately nineteen staff late to work every day.

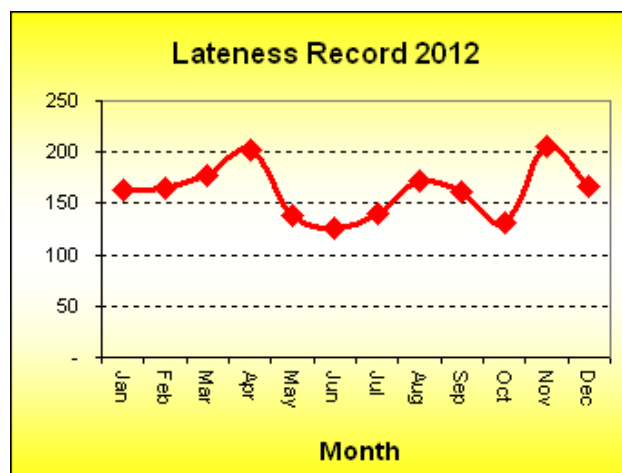


Figure 5.5: Lateness Record for the Year 2012

Figure 5.6 shows the lateness to work records taken by the Engineering Department employees for year 2012. A total of 2065 cases of lateness were recorded for year 2012. Month of February recorded the highest frequency of lateness which is 213 cases and followed by month of January with 202 cases. A total of 415 cases or 20% recorded for both months. In other words, there was approximately twenty staff late to work every day.

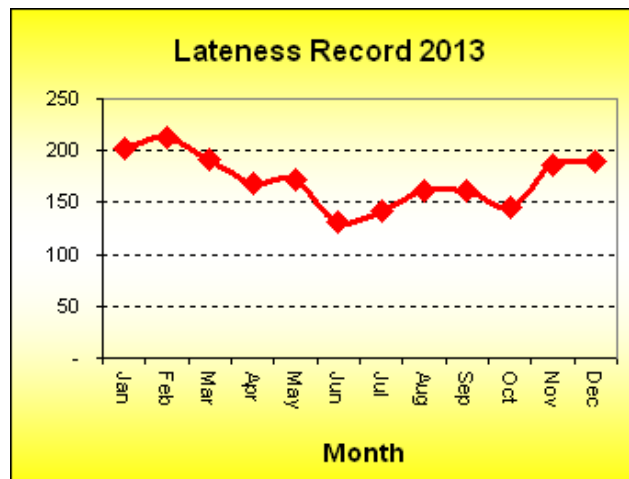


Figure 5.6: Lateness Record for the Year 2013

### 5.2.3 Summary of Staff Attendance for the Year 2011, 2012 and 2013

Table 5.1 shows the summary of the attendance record which consists of lateness and medical leave taken by Engineering Department employees for three years.

Month	Year (Number of Cases)						Total
	2011		2012		2013		
	Lateness	Medical Leave	Lateness	Medical Leave	Lateness	Medical Leave	
Jan	206	46	164	47	202	48	713
Feb	198	36	165	36	213	36	684
Mar	153	43	177	43	191	44	651
Apr	174	32	202	31	169	32	640
May	127	39	139	39	172	39	555
June	117	36	126	36	132	36	483
Jul	142	26	140	27	142	28	505
Aug	162	34	172	35	162	34	599
Sept	161	34	161	34	161	33	584
Oct	145	28	131	28	145	28	505
Nov	186	30	205	31	186	30	668
Dec	154	62	167	62	154	66	665
<b>Total</b>	1,925	446	1,949	449	2,029	454	
<b>Total Cases Per Year</b>	<b>2371</b>		<b>2398</b>		<b>2483</b>		<b>7,252</b>

Source: Engineering Department's Record

Table 5.1: Summary of Attendance Record for the Year 2011, 2012 and 2013

As shown in Figure 5.7, 81% of staff discipline issue was come from lateness to work, whereas 19% from medical leave.

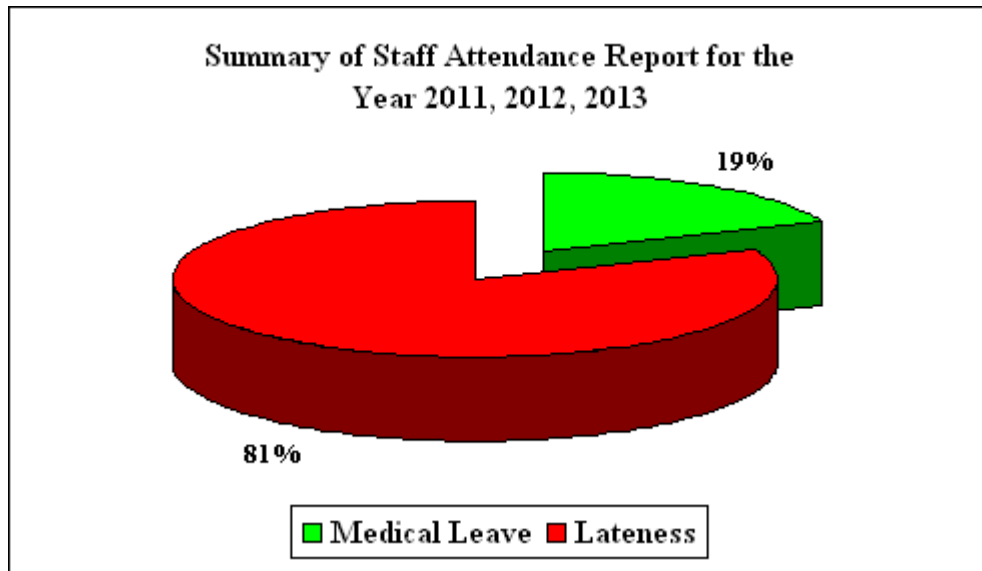


Figure 5.7: Summary of Staff Attendance Report for the Year 2011, 2012, 2013

As summary, there are total of 7,252 cases of employee lateness and medical leave recorded for the year 2011, 2012 and 2013. An average of 604 cases for every month was recorded, or approximately 71 staffs were late to work and taking medical leave per day.

### 5.3 Factors Causing

35 employees, which is equivalent to approximately 81% from the Engineering Department, were selected randomly to participate in this research by filling in the survey forms as attached in the Appendix Section of this project paper. The reason to select respondents based on randomization is to avoid or minimizes chances of bias which will affect the result of this research.

#### 5.3.1 Respondent's Background

Based on Section A of the survey form, basic personal information of the respondents was obtained and tabulated in the Table 5.2. The respondents comprises of thirty four males and one female; or equivalent to 97% male and 3% female.

43% of the respondents came from 21 to 30 age group, whereas 51% from the age group of 31 to 40, 3% from the age group of 41 to 50 and another 3% is from the age

group of 51 to 60. 86% out of 35 respondents is Malay, 9% is Indian and balance 6% are Chinese.

In terms of marital status, 43% of the respondents are single and 57% are married. Majority of the respondents have been working for ten to fifteen years, which is equivalent to 43%. 20% of them work more than fifteen years, another 20% of the respondent work less than four years and only 17% of them have been working for five to nine years.

In terms of working experience with Sunway Resort Hotel & Spa, 46% of the respondents have been working with Sunway Resort Hotel & Spa for more than ten years. 23% worked less than 3 years, another 17% worked for seven to nine years and balance 14% worked for four to six years.

Item	Description	Quantity	Percentage
1	Gender		
	Male	34	97%
	Female	1	3%
2	Age		
a.	21 to 30	15	43%
b.	31 to 40	18	51%
c.	41 to 50	1	3%
d.	51 to 60	1	3%
3	Race		
a.	Malay	30	86%
b.	Chinese	2	6%
c.	Indian	3	9%
d.	Others	0	0%
4	Marital Status		
a.	Single	15	43%
b.	Married	20	57%
c.	Divorced	0	0%
d.	Others	0	0%
5	Number of Years Working		
a.	0 to 4 years	7	20%
b.	5 to 9 years	6	17%
c.	10 to 15 years	15	43%
d.	15 years and above	7	20%
6	Number of Years Working With SRHS		
a.	0 to 3 years	8	23%
b.	4 to 6 years	5	14%
c.	7 to 9 years	6	17%
d.	10 years and above	16	46%

Table 5.2: Background of Respondents

As shown in Table 5.2, the Engineering Department of Sunway Resort Hotel & Spa consists of a considerable young and experience team. Majority of the staffs have more than ten years working experience.

### 5.3.2 Level of Employee Satisfaction

Section B of the survey was used to survey and measure the level of staff satisfaction and attitude at the workplace. Twelve specific questions were given in the survey form in order to produce clear answers to the specific questions that can be converted into scores and easily analyzed. Likert scale which comprises of multiple-choices answers was used.

Respondents were requested to select the following answers that best describe how they agree with the questions given:-

- i. Strongly agree
- ii. Agree
- iii. Neutral
- iv. Disagree
- v. Strongly disagree

The level of employee satisfaction and attitude at the workplace were then analyzed based on a five point scale, “strongly agree” equal to one score, “agree” equal to two score, “neutral” equal to three score, “disagree” equal to four score; and “strongly disagree” equal to five score. Total score for each statement were summed up to measure the level of staff satisfaction and attitude.

A total score range from 20 to 46 represent the level of staff satisfaction is good, whereas score range from 47 to 73 represent their satisfaction at average level; and score range from 74 to 100 represent their level of satisfaction is poor.

Summary of employee satisfaction and attitude at workplace is tabulated in Table 5.3. As shown, there are number of the respondents strongly disagree with the statements. Based on Figure 5.8, 4% of the statements were strongly agreed by the respondents, 17% of the statements were agreed by the respondents, 20% of the statements were



felt under the neutral category, 39% of the statements disagreed by the respondents and 20% was strongly disagreed by the respondents.

No	Description	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5	Total Score
1	I am happy to work for this organization	4 5%	18 22%	30 38%	28 35%	- 0%	80
2	I am satisfied with my salary and benefits package	1 1%	20 18%	27 25%	60 56%	- 0%	108
3	I am happy with my duty shift	1 1%	20 17%	9 8%	84 74%	- 0%	114
4	I am happy with my working hours	4 4%	12 11%	6 5%	92 80%	- 0%	114
5	I am happy with my insurance coverage	14 24%	38 66%	6 10%	- 0%	- 0%	58
6	I have positive relationship with my bosses and co-workers	4 3%	10 8%	3 2%	32 24%	85 63%	134
7	Teamwork is efficiently carried out in this organization	2 2%	16 16%	48 47%	36 35%	- 0%	102
8	Employees are given opportunity to offer their feedback to management	5 4%	8 7%	21 17%	36 30%	50 42%	120
9	My work responsibilities are reasonable	4 4%	14 13%	39 37%	24 22%	25 24%	106
10	Employees in this organization are recognized fairly	3 3%	10 8%	24 20%	52 44%	30 25%	119
11	I am motivated to do my best when working for this organization	2 2%	18 14%	3 2%	48 38%	55 44%	126
12	I am secure about my future in this organization	3 4%	34 40%	42 50%	- 0%	5 6%	84
	<b>Total</b>	<b>47</b>	<b>218</b>	<b>258</b>	<b>492</b>	<b>250</b>	<b>1265</b>

Source: Section B of Survey Form distributed on 15<sup>th</sup> August 2014

Remarks: Strongly Agree = 1 Score Level of Staff Satisfaction  
 Agree = 2 Score Good = 20 to 46 Score  
 Neutral = 3 Score Average = 47 to 73 Score  
 Disagree = 4 Score Poor = 74 to 100  
 Strongly Disagree = 5 Score

Table 5.3: Summary of Staff Satisfaction and Attitude at Workplace

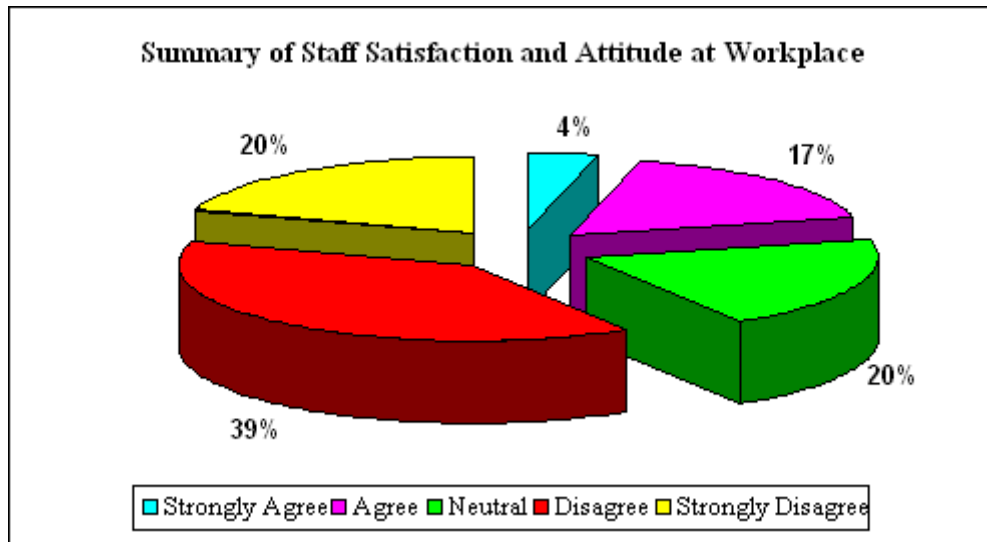


Figure 5.8: Summary of Staff Satisfaction and Attitude at Workplace

As shown in Table 5.3, the respondents have scored 80 points for statement number one, which is only 27% of them are happy to work for the organization; 38% is positive about the future of the organization and 35% is unhappy to work for the organization.

In terms of salary and benefits package offered by the organization, only 19% of the respondents felt satisfy, 25% felt neutral and 56% of the respondents is not satisfied with the atmosphere provided in the office.

Majority of the respondents do not agreed with the duty shift which is 74%, while 18% only agreed with the shift duty which has been assigned for them and 8% felt neutral. As for the working hours, 80% do not agree with the working hours, 15% only felt satisfy with the working hours and 5% felt neutral.

90% of the respondents felt satisfied with their insurance coverage and only 10% of the respondents are felt neutral.

In terms of positive relationship with the superior and co-workers, 63% did not find positive relationship, only 11% felt have good relationship with the superior and peers and 2% felt neutral. Teamwork is efficiently is very low which is only 18%, while 47% felt neutral about it and 35% disagree on the teamwork. 72% of the respondents

felt that there is no opportunity given for them to offer feedback to management. Only 11% agreed and 17% of them felt neutral.

46% of the respondents felt that their work responsibility is not reasonable, only 17% agreed and 37% felt neutral. 69% of the respondents felt that they are not being recognized fairly, only 11% felt recognized and 20% felt neutral.

82% of the respondents did not felt motivated to do their best in their workplace, only 16% felt motivated and 2% felt neutral. 44% of respondents felt their future is secured in the organization and 56% of the respondents do not feel secured with the organization.

Item	Level of Staff Satisfaction	Score	Quantity	Percentage
1	Good	20 to 46	-	0%
2	Average	47 to 73	1	8%
3	Poor	74 to 100	11	92%
<b>Total</b>			<b>12</b>	<b>100%</b>

Table 5.4: Level of Staff Satisfaction

Overall employee satisfaction as shown in Table 5.4 is very poor which is 92% and some of the employee satisfaction on sudden statements were comparatively very low, which is only 8%.

#### 5.4 Impact of Discipline Problems to the Company

Employees are the most important resources in any organization; they are the engine that drives an organization’s productivity and success. Their level of satisfaction gives impacts on an organization performance and stability. The impacts of discipline problems in the workplace can be dramatic.

In SRHS, the discipline problems have given a serious impact to the overall performance of the Engineering Department and ultimately the company performance. Progress and completion of the operation task mainly defect issues was delay and is way behind the original daily plans. Therefore, the department received many complaints from the other operational departments on the pending defects on the guestrooms and also the daily preventive maintenance in the guestroom is pending.

The cost of low staff motivation is tremendous, this is due to lack of motivation equal to fewer tasks being accomplished. High lateness leads to loss of work time, as well as medical cost which need to be borne by the company.

## **SECTION 6**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Conclusion**

Based on the study conducted, the level of employee satisfaction in Engineering Department of Sunway Resort Hotel & Spa is at very poor level. The study yielded the following ranked order of satisfaction factors:

- i. Good wages
- ii. Promotion and growth in the organization
- iii. Good relationship with immediate superior and co-workers
- iv. Proper work schedule
- v. Communication and teamwork
- vi. Full appreciation of work done
- vii. Career development opportunities
- viii. Career advancement opportunities
- ix. Interesting work
- x. Good working conditions

Based on the secondary data obtained, the rate of lateness among employee in Engineering Department of Sunway Resort Hotel & Spa is tremendously very high. Data shown that, the employee discipline is very poor. This extraordinary discipline issue was due to majority or equivalent to 57% of the staff is married with kids. Family issues may be too overwhelming or time consuming that the staffs came late to work in order to deal with them.

Based on the study, 77% of the employees have been working with Sunway Resort Hotel & Spa for four years and above. Therefore, the staff turnover in Engineering Departments is considered low; they have strong loyalty to the organization.

Positive relationship was ranked the most important factors among the employees in Engineering Department. Based on the study, the employees are disagreeing on the good relationship with their superior and co-workers. Direction given to the staff was

unclear and inconsistent. Tasks and direction given were continuously changing, and therefore the staffs are finding it increasingly difficult to cope with the changes and added workload.

Furthermore, the employee is unhappy with the working hours and also with the duty shift which has been assigned for them. This is due to change of the top management in the Engineering Department and needless to say the change of management style. Therefore, new policy and new strategies implemented was given significant impact to the employees, especially those have been working for the organization for a long period of time.

69% of the employees disagreed with the evaluation of employee's performance in the organization has carried out fairly; they felt there are favoritism and biases against employees.

De-motivated factors such as punishment for mistakes and frequent criticism for the management were occurred in the organization. Thus, the employee felt de-motivated and affected their personal accomplishment.

## **6.2 Recommendations**

In order to improve the level of satisfaction among employees, the management need to better understand the motivation theories like Maslow's Hierarchy of Needs and Herberg's Two Theory; and identified what motivate and satisfied them.

Firstly, the management needs to establish a very clear achievable goal and direction to the employee; and translate the strategic plan into achievable personal goal. The management need to identify how they want the employee spend their time based on what is most valuable and helping them to stay result-focused and collaboratively establishing performance plans with each staff.

The management shall keep the staff informed on the latest progress and new development of the organization; and how their work impacts the organization. By improving the communication strategy within the department, staff will feel their value in the department or organization and ultimately being motivated.

In order to increase the productivity and performance of the staff, managers need to determine and find the right job for the right person. As shown in the study, interesting work is one of the most important satisfaction factors, when people enjoy and are challenged by their work they become self-motivated.

Management needs to act as a mentor and motivator for the employee, especially for a very mundane job environment and employee needs to feel comfortable to bounce ideas. Therefore, providing an interesting working environment is essential. Non-work related activities shall be promoted, for an example team building and outdoor activities; to build teamwork among employees from the different levels and also rejuvenate the team.

Management shall empower employees by trust them to make their own decision and make their own mistakes. This may demonstrate trust in the employees and feel their efforts are being recognized. However, managers shall ensure follow-up with positive correction implemented and avoid too frequent threats and punishments.

To improve the employee satisfaction, the management shall review the employee performance appraisal system since the current system was ineffectively in lifting performance and motivating them. Managers shall constantly review their staff performance, not necessary twice yearly as set by the management. Criticism and negative feedback from the managers during the yearly appraisal will only motivate the staff; as they were not given fair opportunity to rectify and improve their performance.

Hence, it is the managers' ongoing day-to-day duty to excite their staff and take action when necessary to lift their staff performance and reviewing their performance for training and development purposes. Staff must be notified how they exactly they must perform their job; rewards and recognition shall be announced to show appreciation for their efforts.

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## **APPENDICES**