# IMPROVING THE DISCIPLINE OF EMPLOYEES IN THE HOSPITALITY INDUSTRY

# (STUDY IN A FIVE-STAR HOTEL, SURABAYA)

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### Abstract (Indonesia)

*Disiplin kerja sangat penting dalam mempengaruhi kinerja kerja karyawan. Penelitian ini membahas beberapa strategi dan upaya yang dilakukan oleh Departemen Sumber Daya Manusia untuk meningkatkan disiplin kerja karyawan serta tantangannya. Penelitian ini menerapkan analisis data kualitatif dengan wawancara dan pengamatan sebagai alat utama dalam metode pengumpulan data. Hasil penelitian ini mengungkapkan bahwa ada beberapa strategi dalam meningkatkan disiplin ofemployee. Mereka telah dilakukan melalui pelatihan, konseling dan sofa. Peraturan dan hukuman akan membangun karyawan untuk meningkatkan disiplin kerja mereka. Ketegasan dan kedisiplinan dari seorang pemimpin juga menjadi contoh bagi seluruh karyawan. Namun, ada beberapa sikap yang tidak disiplin di antara karyawan seperti tidak masuk akal untuk memulai pekerjaan, meninggalkan tugas atau tugas selama jam kerja, kurangnya kesadaran diri dalam menggunakan alat pelindung diri, pola pikir yang buruk dan pengaruh buruk dari lingkungan kerja.*

**Kata kunci** *:* Hotel; Departemen Sumber Daya Manusia; Disiplin Karyawan

### Abstract (English)

The work discipline is very important in influencing employee work performance. This study discusses some strategies and efforts conducted by Human Resources Department to improve employee work discipline as well as its challenges. This study applies qualitative data analysis with interviews and observation as the main tools in data collection methods. The results of this research reveal that there are some strategies in improving the discipline ofemployee. They have been conducted through training, counseling and couching. The regulations and penalties will build the employees to improve their work discipline. The assertiveness and discipline from a leader are also an example for all employees. However, there are some undiscipline attitude amongst the employees such as unpunctuality to start the work, leaving the duties or tasks during the working hours, lack of self-awareness in using personal protective equipment, poor mindset and bad influence of the work environment.

**Key words** : Hotel; Human Resources Department; Employee Discipline

## BACKGROUND

The employee is the most important asset of the company (Fulmer, Ployhart, 2013). A manager of human resources development (HRD) is a part or unit managing employees or human resources in a company. A manager of HRD plays important roles in managing the employees, supervising and developing the human resources, where in a hotel, human resource is a crucial aspect to support the hotels in achieving their vision and mission ((Istijanto 2010).

One of the things to consider among the employees is the discipline. To improve the employee work performance in an organization, the organisastion should apply discipline among the employees (Paoki, Saerang, Pangemanan, 2017). In a company, good discipline is reflecting how responsible someone is towards all the tasks given. This is trigerring passion and enthusiasm for work as well as actualizing the company goals, employees and community. Therefore, every manager should work to build a good discipline for their employees (Hasibuan, 2002). Improving discipline does not cause an employee to lose something from the organization. Improving the discipline is constructive or developing since discipline is a part of learning process (Wirawan, 2009: 138).

In addition, according to Sondang P. Siagian (2006: 304) discipline for the employees is a form of training aimed to develop and shape knowledge, attitude and behavior of the employees, as a result, all the employees will voluntarily work cooperatively with other employees and they are able to increase their work achievement. Discipline must be implemented in an organization of a company, "without good discipline support from the employees; the company will find it difficult to achieve their goals" (Fathoni, 2006:172).

Referring to the background above, the research problems are what efforts conducting by the management of hotel X to improve the discipline among the employees and what are obstacles faced by HRD in improving the employees discipline.

## LITERATURE REVIEW

### The Efforts in Improving The Discipline of The Employees

Work discipline is a form of someone's awareness and willingness in complying to all the existing regulations and norms in a company. According to Davis in Megawati (2012), work discipline is a management implementation in order to strengthen the organization guidilines. According to Amiruddin (2019:22), work discipline is an an effective ability, continuously determined and ability to work referring to the existing regulations. According to Jasin in Megawati (2012) it is divided into two different forms; they are self-discipline and group discipline. Self-discipline is developing or controlled by each individual. This is a manifest or actualization from personal responsibility to admit and accept the values outside the individual. Meanwhile, group discipline is a combination between grown and developed self-discipline from the employees themselves. It means that, groups will be able to produce optimal performance if each member of the group is able to contribute as their rights and responsibilities.

Moreover, there are several factors for creating the work discipline (Amiruddin 2019): Clear code of conducts/ regulations, clear explanation of the job assignment from the authorities, as well as simple working procedure and easy to understand by every member of the organization. Hasibuan (2002) maintains that there are several indicators impacting the level of discipline among the employees in an organization, such as (a) Goals and abilities; (b) Role model of the leaders; (c) Remuneration (Salary and Welfare guarantee); (d) Equity; (e) Attached supervision; (f) Penalties; (g) Firmness; (h) Human relations. According to Keith Davis in Mangkunegara (2004:129), there are 3 factors that may impact to the work discipline, they are :

1.  Working Hours
    Working hours are the time where the employees should come and finish their works referring to the existing duration established by the company.
2.  Employee Permission
    The permission given to the employees who leave their duties during their working hours, both for the company or personal interest by asking for a prior permission to their supervisors and so the employees who are on paid leave.
3.  Employee Attendance
    Employee attendance is a level of employee attendance in the workplace managed by the companies to find out the attendance percentage of the employees.

Sondang P. Siagian (2006: 305) stated that types of work discipline are divided into two types of the management effort to strengthen the discipline in an organization, they are: preventive and corrective disciplines. Preventive discipline is an act of discipline aimed to encourage the employees in complying to the existing regulations and fulfill the established standard. The main purpose from preventive discipline is to encourage the employees to achieve self-discipline, the success of preventive discipline lies in personal discipline of the organization members. The attendance frequency, level of vigilance, commitment to work standards are some factors that might be a form of preventive actions to maintain the discipline (Siswanto, 2012). In order to increase the personal discipline, there are three things to consider by the management, as follows (Siagian, 2006) :

1.  All members of the organization should be encouraged to have a good sense of belonging to the organization because somene will never break what they have.
2.  All members of the organization should be given clear explanation on mandatory regulations to comply and standards to meet.
3.  All members of the organization should be encouraged to decide their own ways of self-discipline within the framework of rules that apply generally to the entire organization.

Corrective discipline is an activity to handle the violation towards the regulations and avoid further violations, so that any action taken in the future will be related to the organization or company regulations. Corrective action is normally found through certain punishments, such as warning or suspension, as a result, discipline action in corrective discipline is preceded after the violation towards certain regulations. The application of corrective punishments must address the three considerations, as follows :

1. The employees need to be informed regarding the violations they have made.
2. The employees are given the opportunities to defend themselves.
3. In applying the toughest level of punishment, namely discharging, exit interview must be conducted at the time, where, among the others and why management decides to proceed such action.

Both the preventive as well as the corrective actions will be a way for HRD to enforce the dicipline among the employees.

### Obstacles in Improving The Employee Discipline

Improving the employee discipline is hard and needs some continuoes effort. However, some factors are identified as challenges in improving the discipline in a workplace, such as attendance, working behaviors (in the work place), dishonesty, and activities outside the work place (De Cenzo and Robbins in Triguno (2002)). Similarly, according to Saydam (2000:286) the obstacles to disciplining employees will likely to be found in the following work environments: The high number of absences among the employees, the low number of the employees' punctuality when coming to the office or going home fatser from the defined hours, the decreased enthusiasm and passion for work, the rise of dissatisfaction, suspicious to each other and the low sense of responsibility towards the responsibilities given at work, the slow performance in finishing the tasks given, since one employee tends to speak more than performing to finish the work, no supervision. In these situations, conflicts between the employees and the company's leaders might be inaviodable.

These challenges appear due to several factors that may impact the discipline itself; they are (Singodimedjo, 2000) :

1. Amount of Compensation
   Amount of compensation affects to the discipline. The employees will comply to the regulations as long as they are ensured to receive the worth amount of compensation to what they have contributed to the company. If the employees receive adequate amount of compensation, they will work calmly and diligently, as well as try to give their best efforst. However, if the employees find that the compensation is far from what they deserve, then they will think to find other opportunities and try to find additional incomes, as a result, the employees will not fully commit to their responsibilities at work.
   In addition, adequate compensation does not always show how good the quality of employee discipline. It happens because the compensation is one of the ways to reduce the employee's anxiety; on the other hand, there are many things other than compensation supporting the good work discipline in a company. The reality on the daily basis, sufficient amount of compensation supports the employees to work calmly since it is considerably able to fulfill their primary needs.
2. The Existence of a Leader as a Role Model in The Company
   Role model of a leader is an important aspect since in the company, all employees will always pay attention on how the leader can establish their self-disciplines and how they are able to control theirself from their

words, actions and attitudes that are considerably harming the existing discipline regulations. For example, if the working hours starts from 08.00 AM, then the leader should not come late.

The role of role model of a leader is highly affecting in a company, it is even considered dominant compared to all the factors impacting discipline in the company as the most leaders in the company is role model for all the employees. Therefore, if a leader expecting the discipline in a company, they should practice it first in order to be followed by the employees.

3. Definite Rules for Main Guidance

Disciplinary development will not be implemented in a company if definite written rules have not been established and used as a main guidance. Discipline cannot be formed if the established rules only referring to verbal instruction that may change conditionally and situationally.

The employees will voluntarily be discipline if the definite rules are established and informed. If the deiscipline rules only refer to the leaders' desire or apply to certain groups, the employees will not comply them. Therefore, discipline can be implemented in a company if the written rules have been agreed by all parties. As a result, the employees will obtain certainty that anyone may be subject to the penalty.

4. The Leaders' Courage to Take Actions

If an employee violates the discipline, the leaders should take necessary actions referring to the violation level committed by the employee. That way, all employees will feel protected and will promise themselves not to commit the same thing in the future.

In this situation, all employees are expected to avoid any kinds of reckless actions and comply to the company's regulations. On the contrary, if the leaders do not take necessary actions such as warning or penalty towards the discipline violators, it will be affecting to the work environment in the company. the employees will then say: "Why should we be discipline while the discipline violators do not pay for the violations they have made"

5. The Leaders Supervision

Every activity in a company should be supervised. Directing the employees to implement the tasks precisely and based on the plan. However, it is a human nature to be free and not attached to any regulations. The leader's supervision will support the employees to get used to themselves implementing work discipline. For some employees who realize the meaning of discipline, this type of supervision is not necessary. However, for other employees, good discipline still needs to be forced its implementation in order to keep them complying to the company's regulations.

The right person to supervise the discipline is direct supervisors of the related employees. This is because all the direct supervisors know their employees well and closely. The supervision by direct supervisors is called WASKAT. In any level, a leader is responsible to supervise the employees, as a result, all the tasks assigned to the employees will be well-executed referring to what it has been defined before.

6. Attention to The Employees

Employees are human beings with different characteristics from one to each other. An employee is not only satisfied with high compensation given or challenging job, but also great attention from their supervisor. Their complaints and difficulties should be addressed and found the solutions and etc.

Supervisors who successfully give a great attention to their employees will be able to create a good work discipline since they are not only close physically, but also spiritually. Such supervisors will always be respected and appreciated by the employees; as a result, it will greatly affect to the employee's achievements, work enthusiasm and work moral.

7. Creating Positive Habits Supporting The Good Discipline
The positive habits are as follow: Respecting each other in the work place. Giving compliment at the right time and place in order to create the employees feel proud of themselves, Involving the employees in certain meetings, especially the ones related to their welfare and job assurance, Informing other colleagues should a supervisor leaves the office by providing the details such as the destination and reason to leave. It is also applied to the employees

## RESEARCH METHODS

The research site in this research is in five-star hotel. For the ethical purposes, the name of hotel is covered and written as Hotel X. To address the research aims and questions, data collections were focused on the HRD manager and 5 employees from various levels at the hotel.

Data collection techniques are the methods used by the researchers to obtain the data in a research. In this research, the researchers choose qualitative research; as a result, the data obtained should be profound, clear and specific. This research also proposes a theoretical orientation, namely the basis for thinking in order to understand the meaning of a symptom (Dwiloka & Riana, 2005:77). According to Moleong (2018) qualitative research methods consist of deep interview, group focus, figurative analysis, and collage research and projection technique. Meanwhile, the data collection used in the research is as follow :

1. Interview
Interview is a data collection technique conducted by proposing questions to the interviewers (Moleong 2018). The first thing to do in the interview is to contact the interviewees and prepare list of the questions in order to obtain the expected information. Direct interview is expected to show the actual data or information happening in the field.

2. Observation
In simple form, observation is the researchers' process to look at the research situation. Some information obtained from the obsercation are spaces, the subjects, activities, objects, behaviors, incidents or events, times and feelings. The reasons of the researcher conductinig the observation are to present realistic illustration of behaviors or events, answer questions, support the understanding on human behaviors and evaluate by conducting measurement towards certain aspects and providing feedbacks to the measurement. In this research, the researchers use participation observation type where the researchers involved in the researched subjects' activities.

3. Documentation
Documents are written materials presented in the form of data that are stored secretly and the access is granted only for internal needs. The documents can be found in a collection of writings,

pictures/photographs, video and the combination between them. Documents are crucial materials to store an important evidence or event.

4. Literature
   Library data collection is obtained from books or other documents that can be utilizeda as authorship library data.

## Data Analysis

Data analysis in qualitative research focuses on meaning designation, deep illustration, purification and data placement referring to each context and tends to describe them into words than numbers. Qualitative data analysis is a searching process as well as arranging the data systematically from the interview results, field notes and other evidence. As a result, the readers will find it easily so that it can be informed to the others (Sugiyono, 2007).

The research data can be obtained through the following steps :

1. The research data is going to the selection process.
2. Distinguishing primary, secondary and other supporting data obtained from the inverview conducted in the research site.
3. Classifying the data individually in order to support the compile reports.

Then, the classified data is written in a report and described according to the existing main problems sequentially.

## RESEARCH RESULTS

### The Efforts in Improving The Employee Discipline

Employees have been known as one of the most crucial aspects in hotel operational activities. Human Resources Department plays an important role in managing all the matters related to human resources at the hotel. Generally, a Human Resource Department is responsible for the tasks and responsibilities related to the employees; starting from the recruitment process, evaluation, development to work termination. According to Fuad and Ahmad (2009) a Human Reseource Department has several general responsibilities, such as :

a. A Human Resource is responsible to implement and prepare the employees selection process in a company from the first to the final stage covering internal and external parties of the company.
b. A Human Resource is responsible in developing and evaluating the employees in the company. This action is taken so that the employees will maximally contribute in the company.
c. A Human Resource is responsible to give compensation and protection to the employees. Compensation is a reward or wage given according to the employees' work performance.

Generally, every company expects all the employees to comply to the established code of conducts and regulations. With the establishments both written and unwritten regulations, it is expected that all employees are able to implement discipline attitude at work. Followings are the reasons why discipline at Hotel X should be promoted :

a. Reducing problems resulting from undisciplined behavior. Main results and goals from implementing discipline at work are limiting and reducing problems resulting from undisciplined behavior, such as unpunctuality in working and absence that are considered disrupting the employees and teams' productivity.

b. Maintaining company standards. When work discipline is implemented consistently and fairly, it will strengthen the regulations established by the company and be able to increase the company morals and maintain company standards. The employees will also tend to respect the regulations at work and reduce the possibilities of discipline violation and penalty.

c. Maintaining consistency of work. Work discipline can maintain the regulations and offices to run consistently. As a result, discipline that is usually implemented, the employees and companies cannot change the regulations, this will affect to the maintained consistency of work.

d. Avoiding any potential problems in the future. When employees are getting used to implementing discipline in maintaining any official agreement, everything will be clear. As a result, when a problem related to official agreement occurs, the agreement made can be used as foundation to determine which one is right and wrong.

The condition of discipline level of employees at Hotel X is considered pretty well. Employees are able to run the tasks given punctually, they are also punctual in terms of entering and leaving the office at the determined hours, they always comply with all the regulations or prohibition established by the hotel.

At Hotel X, some departments require their employees to wear personal protective equipment, they are housekeeping and engineering departments. In housekeeping department, they use masks, gloves and safety shoes. While in engineering department, they use masks, gloves, safety shoes, helmets and safety ropes used at high altitude. Using the personal protective equipment is a mandatory procedure that has been regulated by the hotel.

> *Furthermore, for some positions such as housekeeping and engineering, they are required to wear personal protective equipment. Everything has been regulated and the equipment has also been provided by us not by them. We always remind the employess regularly."*
> (The Manager)

The employees will be considered discipline if they are able to comply to this regulation. As well, being cautious in using the equipment or company equipment can show that someone has a good work discipline.

> *Work discipline for the employees here means how employees can position themselves as individual with responsibilities based on their position. In this context, positioning themselves is like we are entering an area and each house at the area is entitled to someone, with*

*names that must always be brought by each employee or person since each company has different rules. Work discipline here means if you wish to enter someone's house, you are not allowed to bring your issue, especially the personal ones. In another way, you are at the work place, any rules must be complied by the employees because you have decided to be there* (The Manager)

From the above interview, a discipline attitude must come within each individual. Self-discpline as pointed by Megawati (2012) has become the number one issue in creating discipline among employees. The analogy that is made by the manager that of discipline looks like entering someone's house, therefore we should follow the rule of the owner of the house reflects how the person should be responsible "to accept" the values around the individual.

The efforts in improving the employees' work discipline have been done by the manager in the form of training, counseling, couching, verbal and non-verbal socializations.

*The efforts taken in improving the work discipline all this time are through training, counseling, couching and then socialization. The socialization can be conducted verbally and non-verbally such as when we usually make an announcement about new regulations or through memo if any new adittional regulations and other things are launched* (The Manager)

Training is an activity that is able to fulfill the needs and standards where the employees work and fit the employees' personality towards the company cultures (Siagian, 2006). The goals of the training are obtaining the employees that are able to run the assigned tasks and avoiding any mistakes when running their tasks. At Hotel X Surabaya, training is conducted when new regulations and policies are launched. All employees are required to attend the training provided.

What has been done by the manager supports what is stated by Sondang P Siagian (2006), in that training as well as counseling and other activities will be regarded as strengthening the preventive and corrective discipline. As well, the socialization of new regulations thorugh memo etc might consider as a way for the manager to reinforce the preventive discipline amongst the employees.

Counseling is a proses where a manager provides supports to help an amployee overcoming the employee's personal issues at work or any issues caused by the changes in the organization that affect to work discipline. a Human Resource Dept can help to improve the employees' discipline through counseling. All employees who feel difficult or have issues that affect to their work may consult with Human Resource Department. A Human Resource also must have solutions for all the employees who have problems. One of the informants had this experience.

*At that time, I have difficult situation in my family…yeah..hard family issues. This influences my work productivity at the hotel. HRD Dept helps me a lot to get through that difficult situation, so that I can be productive again* (Syarif, an Employee)

The personal attention is also necessary for the manager to improve employees' discipline. In this case, giving time to pay attention to listen to the employees' problem is important. The word "I can be productive again"

really shows the relief of the informant as well as the success of the HRD Department to encourage the employee so that he can be productive and consequently be more discipline at the office.

The next effort is coaching. Coaching is an activity or method that is helpful to improve the human resource discipline in a company with a little encouragement from the company leader. Coaching is usually conducted to train someone on managing how the brain works so that is able to produce better performance, able to make someone be a leader for himself, able to be a learner, able to adjust with the current condition to keep developing and growing as well as able to actualize ideas and thoughts so that he can depends on himself to produce a "better" decision and action. This is in accordance with the principle of work discipline because it must come within each individual.

The hotel has also provided locker room for each employee. Keeping the locker clean is also form of self-discipline. Every month, the Human Resource Manager conducts a locker room check helped by Security Supervisors and some Security staff. Other than keeping the locker clean, the locker room check is also useful to avoid any suspicious items kept by the employees in their lockers, such as hotel items, illegal drugs and alcoholic beverages.

The next efforts of Human Resources in improving the employees work discipline are giving penalty. Penalty or punishment has a significant role in maintaining the employees' discipline. As the manager has regulated some regulations for all employees, if the employees fail to comply to the regulations, they will be penalized. The penalty can be through verbal warning, warning letter from the first - the third and the toughest penalty is work termination.

**The Obstacles Faced by Human Reosurces in Improving The Employees' Discipline**

The better the employee's discipline, the higher the work performance they achieve. Without good work discipline from employees, the companies will find it difficult to achieve maximum results in achieveing the companies' goals. Likewise, Hotel X Surabaya has experienced obstacles in implementing discipline even though the level of obstacles is considerably small. In improving the employees' discipline, some obstacles have been found both from internal and external parts. According to the manager, the obstacles are as follow: unpunctuality to start the work, leaving the duties or tasks during the working hours, lack of self-awareness in using personal protective equipment, poor mindset and bad influence of the work environment.

> *Many employees here are not ontime. Sometime they are late arriving at the office. They also sometime leave the tasks during the working hours. Lack of discipline in terms of using personal protective equipment may also happen. Last, poor mindset and bad influence of the work environment* (The Manager)

Unpunctuality is one of the things that employees do either intentionally or unintentionally. Some informants mention that that unpunctuality happened due to wake up late, prioritized personal business and traffic jam.

> *Yeah, I ever being late, because I was slept at midnight, so I could not wake up early in the morning* (Ani, an Employee)

> *I am rarely to be late. If I di, that was because I di it unintentionally....really long traffic jam at that time* (Nina, an Employee)

As one of the forms of discipline in the workplace is by discipline can be defined when employees arrive and leave promptly the time (Dahlia, 2015), the unpunctuality done by the employees can disrupt the work flow in the hotel. In responding to the situation, Hotel X Surabaya has implemented attendance system supported by high technology namely fingerprint technology. By using this technology, the company is able to track the numbers of employees' attendance easily and save more time. Th hotel also records the manual attendance in order to avoid errors.

In addition, the words "sometime" and "unintentionally" from the quotes above have revealed that the discipline is actually well implemented in the hotel. However, some accidently factors such as traffic jam may cause unpunctuality to arrive at the office or delay some office works have been unavoidable. The quotes from Nina and Any above have shown that implicitly they actually know and understand the rules. In this case, clear rules as the main guideance of the employees as mentioned by Singodimejo (2000) have also implemented in the hotel. Clear rules have given clear direction towards the discipline in the Hotel.

Moreover, the employees who leave the office during working hours without clear reasons or permission from the supervisor can affect to work not being completed properly and on time so that more works waiting to be done. This is also considered as stealing working hours than can bring disadvantages to the company. In order to overcome this issue, the employees must be given a verbal warning and decisive action from a Human Resource Manager or supervisor in a company.

> *I have ever done that...I am in rush doing my work and for some reasons I leave. The HRD then give me a verbal warning. I also apologize of that mistake and bever repeated again* (Naya, an Employee)

> *The HRD here is wise. She tells my mistake patiently and reminds me about the rules of the hotel* (Nina, an Employee)

Basically, the employees' attitude is disrupting their self-discipline. Environment influence has also contibuted. Good work environment will produce good employees. On the contrary, bad work environment will affect to the employees' work discipline.

In regard to these all obstacles, the manager has already given continues reminders about the rules of the company, as shown in the quote below.

> *Once again, we do have responsibilities to the company, so we must comply to the regulations established by the company. It is including complying to the working hours, then absence. In this context, absence means the employees do not go to work without any clear reasons or provide supporting documents from the doctors or hospitals stating that they are not feeling well for instance, and then many other things actually* (The Manager)

If training, counseling and couching have been given to the employees but they are still not aware of work discipline, the company is given authorities to give penalty as stated by the Manager on her following statement :

*The company will for sure after giving a verbal warning, the following penalty will be proceeded to the next level if they are still not being discipline until we will reach to a moment where we say 'we have this regulation, but you never comply to it. What exactly do you want?' so it is like more into a personal approach. We will not be just like firing them from the job, which is not what we do here. But we prefer to choose the personal approach like 'what do you expect? If you still want to contribute in this company, follow the regulations' In fact, not all people can be informed things well, some people require shock therapy to help them realized* (The Manager)

The word personal approach mentioned by the manager in the quote above really reflects how the manager pays atatentionto the employess. Similarly, the words that the manager relay patient explaings what the ruels are indeed create warm atmosphere and the employee feel be respected.

From the obstacles above, Hotel X Surabaya come with some solutions, such as giving penalties to the employees committing small to big violations referring to the existing regulations, improving the discipline so that the employees are complying to the existing regulations, encouraging the employees to motivate the others so that they are enthusiast in running their responsibilities, supervising or controlling the employees so that they do their assigned jobs well and seriously. In addition to this, what have been done by the manager support what have been said by Singodimejo (2000), in that definite rule has become something important in the effforts to disciple the employees.

The employees are expected to think twice when they try to violate the company regulations since some penalties have been prepared in order to minimize the employees' attitude and behavior on violating the company regulations. Level of penalties implemented will affect to good or bad employee discipline. Penalties must be established according to logical, reasonable considerations and clearly informed to all the employees. Penalty is basically to educate the employees' behaviors. Penalty should be given fairly for every level of disciplinary, educating and as a motivation medium to maintain disciplinary in a company

Based on the findings above, it seems that not all of the five factors implementing the employee disciplines stated by Singodimejo (2000) found in the Hotel X. However, punctuality, the exact rule and the existence of leader is agreed by the manager that the leader should give a good example towards the employees. The firm attitude of a leader in penalizing every employee violating the regulation will create a good discipline to the company itself. The employees will respect the leaders with a firm attitude, the leader's firmness should be equal for all employees.

## CONCLUSION

Work discipline must be implemented in all employees. The level of employee discipline at Hotel X Surabaya is considerably pretty good. The efforts given by Human Resources in improving the employees have also been conducted through training, counseling and couching. The regulations and penalties will build the employees to improve their work discipline. The assertiveness and discipline from a leader are also an example for all employees.

An employee's mindset is the main issue in improving the employee discipline. The level of absence from an employee is also an issue, both from late and absence percentages. On the other hand, another issue on improving the employee discipline has been found as some employees violate the regulations in the company due to the lack of self-awareness in complying to the regulations.

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