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RELATIONSHIP BETWEEN ORGANIZATION RATIONALITY AND PROJECT MANAGEMENT AT KFC BRANCHES IN KUCHING : MANAGEMENT PERSPECTIVE

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DECLARATION

We are here by declaring that the work contained in this research report is original and my own except those duly identified and recognized. If I was later found to have committed plagiarism or acts of academic dishonesty, action can be taken in accordance with UiTM's rules and regulations.

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CONTENTS

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CHAPTER 1

INTRODUCTION

1.0   Introduction

Shenhar and Dvir (2007) have shown that project management is done differently depending on type of project. It is said: "one size does not fit all projects" (Shenhar, 2001). Organizational culture is one of the main issues in organization theory and practice (Alvesson, 2002). Culture is, however, a difficult concept as it is easily used to cover everything and consequently, nothing (Alvesson, 2002). Project management approach is also affected by the organizational culture of the base organization, which sets up the project. This study aims to examine the relationship between project management and the organization culture. All independent variable in this study are the elements that managers may add to their performance appraisal system to improve its values. This study explores the background of study of the selected organizational culture factors which affect the organization performance through the project management. Therefore, the organizations need to consider the impact of the organizational cultures and retain their best management because how they manage the organization is important to make sure the success of the organization. In this particular study, this chapter will discuss the background of study, problem statement, research questions, research objectives, scope of study, significance of the study, definitions in term and chapter summary.

1.1   Background of the Study

In today's global economy, the nature of work is changing at lightning speed. The study on organizational culture has received widespread attention by management scholars and also human resources (HR) practitioners. Today's ever changing world of work imposes changes in performance and organizations now must continuously improve their performance to remain competitive. The purpose of this investigation was to determine particularly how organizational management such as job challenge, communication, reward and recognition, employee empowerment and organizational politics, affect the employees' performance within the context of Malaysian industries. Besides, the researcher intended to seek ways to retain the employees in order to increase the efficiency of organization.

This study also wanted to identify the organizational project management factors that prove to be an effective guide in the measurement of organization quality and performance. In today work environment, organization and human resource professionals are continually in search of ways in order to increase organizations performance. It is because project management links to organizational profit or loss.

We would like to extend the view on what is determining how project management is carried out. We will claim that the approach to project work is also governed by different project perspectives (Andersen, 2008).Thus, top

management should consider about how it is going to be implement to increase the performance in the organization.

Shenhar and Dvir (2007) have shown that project management is done differently depending on type of project. It is said: "one size does not fit all projects" (Shenhar,2001).Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Many of the basic organizational culture dimensions dealing with the people oriented aspects have been examined in previous studies such as teamwork, innovation, stability, oriented toward people, attention in details, communications, training and development, employee involvement, rewards, effective decision making, trust, risk taking for creativity, supportiveness and competitiveness (see Chapman & Jehn, 1994; Chow, Harrison, McKinnon, & Wu, 2001; Gray, Densten, & Sarros, 2003; Ong, 2007; O' Reilly , Chatman, & Caldwell, 1991; Stewart, 1996).

Previous studies have shown the organizational culture and employees' work outcomes are limited in scope and have often been affected by methodological constraints (Chapman & Al-Khawaldeh, 2002 & Ong, 2007).

It have been described in the previous paragraph that the studies regarding to this matter shown a significant relationship from both variable but it is still under limited scope of knowledge. Hence, the initiative to investigate more in this area will enhance better understanding among us on the relationship of project management and organizational culture.

1.3 Research Questions

This study intends to investigate and explore the relationship between project management and organization culture among manager of selected international company (franchise) in Kuching, Sarawak (Malaysia). For that reason, this study attempts to find out the answer for the following questions:

1.3.1 What is the relationship between project management and organization rationality.

1.3.2 What is the factor of organization rationality that contribute to project management.

Therefore, by conducting this research we are able to examine the relationship between the project management and organizational culture among selected international company (franchise) in Kuching, Sarawak (Malaysia).

1.4   Research Objectives

This study is based on the following research objectives:

1.4.1 To investigate relationship between organization rationality and project perspective.

1.4.2 To determine the factor of organization rationality contribute to project perspective.

1.5   Scope of the Study

1.5.1 Level

This research is focused on the manager of the company.

1.5.2 Territory

Selected KFC in Kuching Sarawak (include Sri Aman & Sarikei Branch).

1.5.3 Time

The research is conducted within two semesters from September 2015 to July 2016.

1.6 Significance of the Study

This study is intended to have 3 parts which are; significance to knowledge, significance to research methodology and significance to organization.

1.6.1 Significance to knowledge

Based on the theory that will be applied, the study is anticipated to promote better understanding of the independent variables that associated with the organization culture. It seeks to further provide information about the how project management that may encourage to the job performance in the workplace. The outcomes of this study will contribute to existing literature on organization. The existing theory mostly focuses on extending knowledge regarding project management and organization performance.

1.6.2 Significance to research methodology

Therefore, this study serves as guidelines and determines whether factors of project management which able to influence the organization performance in the research. This study would be helpful to the top level of management, professionals and as well as the human resource department to know the organization performance and particularly how the it dimensions affect their performance. In this study, the survey questionnaire used to collect data will be able to verify the validity and reliability of measurement scales. The advantage of using a questionnaire is to avoid bias or error since the researcher does not perform the interview. Furthermore, this research will influence the validity and

reliability of data provided for future research. Thus, it can minimize the level of validity and reliability set and produces more relevant and accurate study in future.

1.6.3 Significance to organization

This research has several practical implication for the personnel researchers, management practitioners and organizations. Likewise, the human resource practitioners and employers will benefits by having evidence from how the project management factors influence the organization performance.

Secondly, this study is important to the managers that work for the organization. They can give their opinion regarding project management issue that related to their job performance. This study provides support and empirical evidence on fulfiling organization objective. Therefore it is assumed that this study would be interest to supervisor, human resource practitioners, and people in charge within an organization. Indirectly, the manager will be aware of their rights in that organization. Moreover, the findings of the study can serve as a guidline for the future researchers too. It may prove useful for the prospective researcher to conduct future study .

1.6   Key Terms/ Concepts

For the purpose of study, the following definitions of terms were used:

1.6.1   Organizational culture

I. Conceptual definition

Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. It is defined by the life experiences, strengths, weakness, education, upbringing, and so forth of the employees and the set of norms, values, and beliefs, and is reflected in legends, symbols and language (Daft, 2001)

II. Operational definition

In this study, organizational structure culture can be defined as a set of values, norms, standards of behaviour and beliefs that help individuals understand organizational functioning to achieve the organizational goals.

1.6.2 Job challenge

I. Conceptual definition

Job challenge refers to the degree to which a job requires a   variety of different activities in carrying out the work. It often involves the use of a number of different skills and talents of the person (Hackman & Oldham, 1976)

II. Operational definition

In this study, job challenge refers to multiplicity and complexity in the nature of work.

1.6.3 Communication

I. Conceptual definition

Communication is a process where the messages are created and exchanged within an organizational environment that reduces uncertainty for both individuals and groups (Goldhaber, 1979).

II. Operational definition

In this study, communication is a two-way process which shared the information to reach a common understanding.

1.6.4 Reward and recognition

I. Conceptual definition

Reward and recognition is considered differently. Reward refers to programs set up by a company to reward performance and motivate employees on individual and/or group levels whereas recognition psychological benefit while reward determine a financial or physical benefit (Maimunah, 2003)

II. Operational definition

In this study, reward is something given to the employees based on their performance. Recognition refers to the awareness and acknowledgment from the employers to the employees for their high performance in job task.

1.6.5 Employee empowerment

I. Conceptual definition

Employee empowerment refers to increasing the spiritual, political, social, or economic strength of an individual or communities. It often involves the empowered developing confidence in their capabilities (Baird & Wang, 2010)

II. Operational definition

In this study, employee empowerment refers to a process that enables or authorizes an employee to think, behave, take action, and control the

work and decision making in an autonomous ways without consulting a superior.

1.6.6 Organizational politics

I. Conceptual Definition

Organizational politics is a culture of the employees to attain the power to influence other employees within an organization. Organizational politics manifests itself through struggle for resources, personal conflicts, competition for power, leadership and tactical influence executed by individuals and groups to attain power building personal stature, controlling access to the information, not revealing real intentions, building coalitions (Ram & Prabhakar, 2010).

II. Operational Definition

In this study, organizational politics is a culture in the organization to attain the power to influence other employees to create a better working environment for own.

1.6.7 Employees' job performance

I. Conceptual definition

Employees' job performance referred to the duties and responsibilities that are executed as a part of an individual's job assignment (Vigoda, 2000).

II. Operational Definition

In this study, employees' job performance is defined the accomplishment of work-related task or skill. It refers to whether a person performs their job task well or not.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

This chapter discusses overall concept that involved in this study. The concepts of organizational culture, job performance, project management and organizational politics were discussed. Besides that, theoretical and empirical evidences were identified to give a better idea and knowledge regarding to this study. These reviews were the foundation for the development of this study, which had the similarity on the ideas of the past researchers. Overall, this chapter had discusses on the organizational culture, related theories, theoretical and empirical evidences, conceptual framework and research hypothesis. This chapter was important to emphasis on the intention to update the readers on the factors involved in the area of concerned.

2.1   Conceptualization

It discussed the literature review of independent variables of organizational culture, job performance, job challenge, project management and organizational politics. It also explained the job performance variable.

2.1.1 Organizational culture

Pattern of shared values and beliefs is the definition of organizational culture (Deshpande & Webster, Jr., 1989). Organizational culture may be distinguished with respect to their basic values, such openness to communication options, freedom to initiative a new ideas, willingness to tolerate taking risks and the sensitivity to the needs of employees.

According to the (Ivancevich, Konopaske, & Matteson, 2005), organizational culture influences employees to be good citizens and to"go along" the rationale being that a strong culture provides shared values that ensure that everyone in the organization is on the same track.

Culture enhances organizational commitment and increases the consistency of employee bheaviour (Martins & Martins, Organizational Behaviour: Globsl and Southern African Perspectives, 2003). Various researchers report findings are indicating organizational culture as a force that influences both employee behaviour and the success of a company (Davidson, 2004; Denison, 1990; Denison and Mishra, 1995). Pollitt, 2005 research findings had indicated that organizational culture strong in creating an engaged and committed workforce.

2.1.2 Job performance

Performance could be viewed on a number of levels, including Individual task performance, group productivity and the effectiveness of entire organizations. According to Cascio (1992), employees accomplishment of assigned tasks can be refers to performance. Employees work behavior that should be performed regarding to their job description that includes their job responsibilities refer to job performance. The concept of job performance in this study solely refers to the positive job behavior that an individual possess to perform a task in the workplace.

Important factor of job performance of organizational commitment has been well documented in numerous studies (Testa, 2001). Apart from that, manager in today's organization have placed great importance on the issue of job performance of their employees. These workers, in return, were more likely to take pride in organizational membership, believe in goals and therefore, exhibit higher levels of performance and productivity (Steinhaus & Perry, 1996).

Findings by Campbell (1990); Motowidlo (1997); Sonnentag and Frese (2002) employees job performance can be measured as individual personality, experience and motivation. Employee in a high ability will perform better than employees with a low cognitive ability (Hunter & Hunter, 1984). Job knowledge and skill also can give effect to the performance of employee (Sonnentag & Frese, 2002).

15

Hunter & Hunter (1984) stated that to increase productivity in the workplace need a good job performance. However, Feaver (2000) stated that Employee does not produce quality result because of unhappy. They tend to have poor performance on their jobs. Performance could be viewed on a number of levels, including individual tasks, performance, group productivity and the effectiveness of entire organization. Rotundo (2002) conclude that the job performance focus on behaviour that are under the individual's control instead of the individual's results and also focuses on behaviour that contributes to organizational goals. Kanfer and Ackerman (1989) view job performance as jointly determined by individual differences in resources capability, resources requirements imposed by the task and self-regulatory process by which persons allocate effort across activities.

According to (Keller, 2006), employee will give you their best if u expect the best from them. Moreover, Greguras, Ployhart, and Balzer (1996) describes job performance as the extent to which an organizational member contributes to achieve the objective of the organization.

2.1.3 Project Management

Many of the basic organizational culture dimensions dealing with the people oriented aspects have been examined in previous studies such as teamwork, innovation, stability, oriented toward people, attention in details, communications, training and development, employee involvement, rewards, effective decision making, trust, risk taking for creativity, supportiveness and competitiveness (see Chapman & Jehn, 1994; Chow, Harrison, McKinnon, & Wu, 2001; Gray, Densten, & Sarros, 2003; Ong, 2007; O' Reilly , Chatman, & Caldwell, 1991; Stewart, 1996).

2.2   Review of Related Theories/ Theoretical Studies

There are related theories for this study which are communication model, goal setting theory and equity theory. All these theories support the relationship between selected organizational culture and employees' job performance.

2.2.1 Communication Model

A messages that is exchanges within the organization that reduce uncertainty for individual and groups (Goldhaber, 1979). Employees should be well informed in order to do their job well and increase their job performance (Van der Post, Coning, & Smith, 1998).

Organizational effectiveness depends on how managers being able to effectively send messages to people inside and outside an organization. The managers should understand the transmission phase of the communication is effective. In case, the managers receive as many messages as they send. Thus, the managers must possess or develop the communication skill that allows them to be effective receivers of messages.

Communication can influence the employees' job performance if they feel happy and satisfy with the process of communication in the organization. In order to get clear information, effective communication is needed in the organization. Part of the communication model success is due to its structuralism reduction of communication to a set of basic constituents. According to Martins and Martins (2002), employee enjoy working in the

18

organization can create positive work environments when effective communication is formed within the organization. It will increase employee's job performance if they receive clear information regarding their job.

2.2.2 Goal Setting Theory

Bearing on goal setting theory (e.g. Lee, Locke & Latham, 1989), Locke and Latham (as cited m Dewettinck & Buyens 2006) identified job challenge as starting point and foundation of their High Performance Cycle. Employees or managers who experience more job challenge would perform better and more committed to the organization. Besides being clear and specific, the goal set should be challenging. Easy to achieve goals fail to keep the employee excited, however, since people are often motivated by the feeling of achievement, setting challenging goals helps motivate the employee to do his best. Another factor that has to be noted here is the fact of recognition. When an employee knows his efforts will not go unnoticed, he/she will want to stretch himself. Financial or any other kind of remunerations will help motivate the employee to reach his goal. Setting a specific and acceptable goal can greatly enhances job performance in the end.

As the intensity of rewards increase with the difficulty of the task, employees are willing to take up more challenging tasks to achieve that high compensation. Job content encourages employees to participate in

the training programs in order to improve their capabilities to accomplish the ongoing increasingly challenging task. The employees motivated using goal setting theory to strive for and attain the goals. They were indicating what has to be done and how much effort should be exerted. Attainments of goals will satisfy the individual's achievement drive and boosts the self-esteem. Thus, specific goals increase the performance than general goals. Similarly difficult goals result in higher performance provided they are acceptable to the individual.

The relationship between goal-setting theory and this study, is which job challenge is needed to improve the employees' job performance. Researchers have proved that only challenging job content motivates the employees. In such case everyone is anxious to prove that he or she is capable of attaining the task. They should be attainable even though the task are challenging. A goal that is difficult but attainable increases the challenge of the job. Employees are willing to take up more challenging tasks to achieve that high compensation. Locke and Latham (1990) had indicated job challenge have direct link to the specificity and difficulty of goals. Job content will encourages employees to participate in the training programs in order to improve their capabilities to accomplish the ongoing increasingly challenging task. Thus, the employees motivated to strive for and attain the goals and increase the job performance. In other words, employees who assigned with the challenging job will motivate them to

improve their own knowledge and skills, at the same time increase their job performance.

2.2.3 Equity Theory

It can be considered naive if a manager does not acknowledge the employees compare their benefits and rewards to those employees around them as well as others outside of the organization consciously or subconsciously. Equity theory proposes that individuals are motivated to maintain equitable relationships between themselves and others. Adam (as cited in Light, 2004) asserted that employees evaluate and compare in a ratio form from their job inputs such as skills and efforts will results such as reward and interesting work. An employee comparing this ratio to other employees and outside people to determine whether he perceives his rewards are comparatively fair.

Lawler (1996) argue that rewards should be achievable and valued by the employees. Job tasks and responsibilities should be clearly defined. The pay- performance link is critical. Performance-based pay returns must be large enough to be seen as rewards. People choose the behavior that leads to the greatest rewards. Griffin (1990) defines equity theory is a process where people are compare their inputs (efforts) and outputs (rewards) with other. Schermerhorn (1993) also stated equity theory is related with job satisfaction and job performance. The organization should use equity theory to encourage the employee in their performance.

21

Employees will struggling to achieve what they expect when they think they are deserved to have it.

Rewards should be personal by determining whether they prefer private or public recognition and communicating with the individuals involved to see what they prefer, whether it is an award, a gift, time-off, or money. It must proportional by balancing the size or type of reward with the individual or group contribution and accomplishments as it relates to organizational goals. In addition, pleasurable means making things fun and entertaining through the event in which rewards are given or by the selection of a creative reward to increase employees' job performance. Meanwhile, recognition should be precise by giving individual or group detailed information on relevancy of what was done, as well as acknowledging when, where, why, and how it was done. It shows sincere and honest acknowledgment of an individual or group that supports organizational beliefs and values through their commitment and accomplishments. Recognition must prompt by giving well-timed acknowledgment as soon as possible after the event has occurred or action has been completed.

In this study, equity theory is linked to the reward and recognition variable. Equity theory is the key of the operations in an organization. Equitable and fair reward will motivate the employee and then increase their job performance. According to Hackman and Suttle (1976), equitable and fair are important when it comes to relationship of job performance that should

be clear. Besides, according to Milkovich and Newman (2004), the term acceptance towards the equity of compensation systems depends on the person who is giving the compensation which includes the contribution of employee. According to Janssen (2001), the managers who perceive the effort-reward fairness are performing better than managers who perceive they are unfairly rewarded. It showed that there is a need for having fairness in rewarding the employees in order to increase their job performance in the organization. When the employees feel reward fairness, the performance level will increased and vice versa.

2.3   Empirical Evidences

Most of the literature examines the between the institutionalization of organizational culture and project management has been mainly subjective. There are empirical evidences aim to support the relationship between selected organizational culture and employees- job performance in this study.

Findings from Kotter and Heskens (1992) who conducted in 207 firms over five-year period indicated that project management had influence in the job performance. This finding is supported by Denison (2008) that there is a relationship between project management and employees' job performance.

Dewenttinck, Buyens and Singh (2003) indicated that there was a relationship between project management and job performance. They found that empowered employees were more productive and proactive compared without project

management in their organization. This is because the employees perceived themselves having the competence to perform their work well.

Moreover, a study was conducted by Chow, Lo, Sha and Hong (2006) to examine the relationship between management and catering service organization performance. The results of the study showed that proper management had improved the organization performance which leads to increase of service quality of catering service

2.4   Conceptual Framework

The independent variables in this study are project management, organizational culture, job performance, project management and organization politics. The dependent variable is organization performance.

2.5   Research Hypothesis

The hypotheses of this study emerge as:

H1: There is significant relationship between project management factor that influence the performance of the organization.

Kaufman used simple regression analysis to analyze the relationship between project management and subsequent job performance. He found that good management predicted positively subsequently performance, and organizational culture interacted with initial individual abilities to predict subsequent job performance.

H2: There is a significant relationship between organization performance and organizational culture factors.

Organizational culture factor is examined in terms of influencing the relationship job performance. The study investigates whether exposure to appropriate organizational culture factor will improve performance which, in turn, will result in higher levels of job satisfaction. Analysis of data from 302 manufacturing employees suggested that the organizational culture may be a good predictor of performance (Pincus, 1986). So, this study explores a relationship between organizational culture factors and organization performance.

2.6 Chapter Summary

As a conclusion, the literature reviews serves as the foundation in this study. Many aspects of this study were identified through the literature reviews and have been narrowed in conceptual framework and research hypothesis. The following chapter discuss further about the methodology used in order to conduct this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0   Introduction

This chapter discusses the methodology used and the data collection method which employed in this study. It includes research design, unit of analysis, sample size, sampling technique, measurement / instrument, data collection and data analysis. This chapter was important in order to help the researcher to perform this research in a right way to get the more accurate and reliable results in this study.

3.1   Research Design

The objective of this study was to determine the relationship between the project management factors and organization performance. The research design for this study is quantitative research. The quantitative research refers to the systematic empirical research investigation to examine the relationship between variables. This study using cross-sectional study which is refers to the observational study that examines the relationship between variables. Therefore, the study conducted by using cross-sectional study is to determine relation between independent variables and dependent variables that involves the analysis of data collected from a population, or a representative subset, at one specific point in time.

3.2 Unit of Analysis

The unit of analysis for this study is the Manager in 23 branches of KFC, Kuching.

3.3 Sample Size

The sample is a sub collection of member selected from a population (Triola, 2010). The sample for this study is 50 which will distribute to all managers in every single of KFC's in Kuching.

3.4 Sampling Technique

The study investigates level the relationship of project management factors and organization performance. The quantitative data will be distributed to Kentucky Fried Chichen(KFC) that consist of 50 sample size including management and professional, and staffs from all existing department. The convenience sampling method will be used in this research to collect the data from the target respondents. The sampling procedure involves the selection of units that are easily accessible. The selection is not dictated by chance. The characteristic of this sampling method is easiest, cheapest and least time consuming (Rusli Ahmad & Hasbee Usop, 2011). Other than that, the questionnaire distributed to all departments in KFC System. Besides, convenient sampling can be improved by pre-determining the quota for various populations in the demographic section in the questionnaire.

3.5.   Data Collection

The study carried out to investigate relationship between project management and the organization performance at KFC. The application of questionnaires used and distributed among the Manager in KFC . The use of questionnaires as a data collection method is appropriate as it cost less expensive and it establishes rapport and motivates the respondents. The questionnaires are printed in white papers and English is used as a medium of communication in the questionnaires.

The research question will be shown one by one below:

a1   (I) I think that tasks are not carried out well enough.

a2   Task-related inefficiencies are reduced to a minimum.

a3   Including labor, no type of resources is wasted.

a4   Tasks are handled harmoniously towards a common objective

a5   Interdepartmental coordination is very well designed

a6   (I) When different people come together to work on a single task, things generally go wrong

a7   (I) While some are assigned little work, others are assigned workloads that they cannot handle

a8   (I) Communication break-downs and erroneous communication are frequently experienced

a9   (I) Problems are generally ignored

a10 Initiatives to solve problems begin at the very instance that the problems are detected

a11 There is a continuous struggle to serve increasingly better product/service

a12 (I) People seem like they have learned to live with flawed operation

b13 How satisfied the customers are with the presented product/service is consistently measured

b14 Whether predetermined goals are reached or not is continuously measured.

b15 The extent to which processes run efficiently is continuously measured

b16 How satisfied the people are with their jobs is continuously measured

b17 How successful the superiors are in supervising the subordinates is

continuously measured

b18 The extent to which the personnel fulfil what is expected from them is continuously measured

b19 Whether tasks are undertaken in accordance with planned operation is continuously measured

b20 Statistics about faults that occur during operation are consistently collected

b21 (I) Measurable quantitative organizational goals are not defined

b22 Judgment and decision making is supported with numbers

b23 (I) Decision making is rather intuitive than scientific

c24 What high-job performance means is documented

c25   For every job, qualities that must be possessed by the performer of that job is documented

c26   The way to perform a job is documented almost for all jobs

c27   There is a manual of procedures, that is available to everyone

c28   What is expected from personnel is explicitly stated

c29   Who is responsible for which job is explicitly clear

c30   When the jobs will finish can be predicted with a high accuracy

c31   Unplanned delays and errors are not experienced frequently

c32   Things that cannot be forecasted beforehand do not occur frequently

c33   For those who show high performance, the career paths are clearly defined

c34   (I) A great deal of time is lost because of errors made

c35   People in the same status benefit equally from present opportunities

c36   (I) Whom you know is more important than how successful you are

d37   (I) It is easy to do inappropriate things without your supervisors' consent

d38   The ones who do not obey the rules are wedged with a very high probability

d39   Personnel's success in performing their tasks is not left to chance

d40   (I) People determine how to perform their jobs by themselves

d41   (I) Success depends on initiative of persons who perform tasks

d42   The way a task is handled is fixed regardless of who performs

d43   Operations depend more on established systems than on people

3.6 Data Analysis

The study carried out uses SPSS Version 20.0 descriptive statistic for the Windows which involve transformation of raw data into a form that would provide information to describe a set of factors in a situation and this is done through ordering and manipulation of the raw data collected (Sekaran, 2003). It is use to draw conclusion about a population from the sample of data collection. The researcher can analyze on how to determine the percentage of the employees' accuracy from the results by using the probability distribution. This statistical method is utilized to analyze data which use is Pearson Correlation Coefficient.

3.7 Chapter Summary

The details explanation of the research methodology namely research design, unit of analysis, sample size, sampling technique, measurement / instrument, data collection, pilot test, and data analysis will be a fundamental to conduct the findings of the research.

CHAPTER 4

FINDING ANALYSIS

4.0   Introduction

This research finding had been analyzed from questionnaire collected from the study that had been conducted to the respondent in K entucky   Fried   Chicken (KFC) in Sarawak. There are 50 samples of questionnaire that has been distributed and we only have managed to get 46 questionnaires in order to examine the relationship between project management and organization quality.

Under this chapter will present briefly about the findings of our questionnaire that include three (3) section which are in Section A namely Personal Information, in Section B namely Project management, Meanwhile, Section C is regarding the organization rationality. This preview will give an overview of what is to come to any reader of the report.

The information from the questionnaire will be keyed into SPSS Version 20.0. In this part, it is used to tabulate, evaluate and analyze the data gathered from respondents. The interpretations are by using variety of test in order to analyze the questions in the questionnaire.

This would enable researcher to make conclusion that would be discussed in the next chapter.

In this chapter, we will be able to see whether the research objective were achievable or not. Moreover, these findings and data analysis is only a general estimation by distribute it randomly to the respondents. The findings that we found in our survey is been stated as follows. The first step we need to do before analyze the result of the research is doing preliminary screening analysis. Below are the table of analysis on the personal information of our respondent.

4.1 Demographic Background

This segment analyzed the profile of the respondents. Descriptive statistics involve transformation of raw data into a form that would provide information to describe a set of factor in a situation. This is done through ordering and manipulation of the raw data collected.

Table 4.1   Demographic Background

Variables	N	%
Age	21 – 30 = 32 31 – 40 = 13 41 – 50 = 1	21 – 30 = 69.6% 31 – 40 = 28.3% 41 – 50 = 2.2%
Gender	Male = 29 Female = 17	Male = 63% Female = 37%
Race	Malay=28 Chinese=18	Malay=60.9 Chinese=39.1
Status	Single=12 Married=34	Single=26.1 Married=73.9
Services	0-5 years=26 6-10 years=14 11-15 years=6	0-5 years=56.5 6-10 years=30.4 11-15 years=13.0
Salary	RM1000 – RM2500=19 RM2501 – RM3500=19 RM3501 – RM4500=8	RM1000 – RM2500=41.3 RM2501 – RM3500=41.3 RM3501 – RM4500=17.4

Table 4.1 shows the respondent's age which consist of 46 respondents. This includes respondent's age range between 21 until above 51. From the Table 4.1 above, we can see the respondent's age range between 21 to 30 years old is the highest, consist of 32 respondents that equal to 69.6 percent (%). Meanwhile, the lowest number of respondent's age are from the age between 41 to 51 years old that only consist of 1 respondent respectively which are equal to 2.2 percent (%).

Table 4.1 also shows the number of respondents according to the gender. It shows that the highest of 29 respondents are male that equal to 63.0%. Thus, female only 17 respondents that is equal to 37.0%.

Table 4.1 shows the salary range of the respondents. From the table above, most of the respondents, that is 19 respondents earn salary in the range of Ringgit Malaysia (RM) 1,000.00 – 2,500.00 with percentage of 41.3%. The second lowest salary earn is in the range of RM 2,501 - 3,500 that consist of 19 respondents which equal to 41.3%. The highest range is RM 3,501 - 4,500 that consist of 8 respondents, which equal to 17.4%.

The respondent's length of service. From the table above, most of the respondents work for 0-5 years are 26 respondents that equal to 56.5%. Meanwhile, the lowest number of respondents is work for 11 - 15 years, which equal to 6 respondents (13.0%).

4.2   Research Objective 1:   To investigate relationship between organization rationality and project perspective

Null Hypothesis :   There is no relationship between organization rationality and project perspective.

Research Hypothesis :   There is relationship between organization rationality and project perspective.

Table 4.2   Correlation

			Section_B	Section_C
Spearman's rho	Section_B	Correlation Coefficient	1.000	.127
		Sig. (1-tailed)	.	.200
		N	46	46
	Section_C	Correlation Coefficient	.127	1.000
		Sig. (1-tailed)	.200	.
		N	46	46

According to table 4.2, value 0.200 shows that there a weak correlation between 2 variables, and correlation is not significant because P>0.05. So, that mean the Research Hypothesis rejected. (.200)

4.3 Research Objective 2: To determine the factor of organization rationality contribute to project perspective.

Table 4.3   Descriptive Test

	N	Mean	Std. Deviation
There is a manual of procedures, that is available to everyone.	46	4.5652	.50121
How satisfied the customers are with the presented product/service is consistently measured	46	4.5217	.50505
Judgment and decision making is supported with numbers	46	4.5000	.50553
Statistics about faults that occur during operation are consistently collected	46	4.5000	.50553
People in the same status benefit equally from present opportunities	46	4.4565	.50361
The way to perform a job is documented almost for all jobs	46	4.4348	.50121
People seem like they have learned to live with flawed operation	46	4.4348	.50121

Unplanned delays and errors are not experienced frequently	46	4.4348	.50121
Personnel's success in performing their tasks is not left to chance	46	4.4130	.49782
Who is responsible for which job is explicitly clear	46	4.4130	.49782
How successful the superiors are in supervising the subordinates is continuously measured	46	4.3913	.49344
When different people come together to work on a single task, things generally go wrong	46	4.3913	.57651
Initiatives to solve problems begin at the very instance that the problems are detected	46	4.3913	.49344
Problems are generally ignored	46	4.3913	.49344
What is expected from personnel is explicitly stated	46	4.3478	.48154
Whether predetermined goals are reached or not is continuously measured	46	4.3261	.47396

It is easy to do inappropriate things without your supervisors' consent	46	4.3261	.47396
For those who show high performance, the career paths are clearly defined	46	4.3261	.47396
When the jobs will finish can be predicted with a high accuracy	46	4.3261	.47396
How satisfied the people are with their jobs is continuously measured	46	4.3261	.47396
Measurable quantitative organizational goals are not defined	46	4.3043	.46522
The extent to which processes run efficiently is continuously measured	46	4.3043	.46522
A great deal of time is lost because of errors made	46	4.2826	.45524
Whether tasks are undertaken in accordance with planned operation is continuously measured	46	4.2826	.45524
There is a continuous struggle to serve increasingly better product/service	46	4.2826	.45524

For every job, qualities that must be possessed by the performer of that job is documented	46	4.2609	.44396
What high-job performance means is documented	46	4.2391	.43127
People determine how to perform their jobs by themselves	46	4.2391	.43127
The extent to which the personnel fulfil what is expected from them is continuously measured	46	4.2391	.43127
Operations depend more on established systems than on people	46	4.2174	.41703
Whom you know is more important than how successful you are	46	4.2174	.41703
Decision making is rather intuitive than scientific	46	4.1957	.40109
The ones who do not obey the rules are wedged with a very high probability	46	4.1957	.40109
While some are assigned little work, others are assigned workloads that they cannot handle.	46	4.1957	.49976
Success depends on initiative of persons who perform tasks	46	4.1522	.36316

The way a task is handled is fixed regardless of who performs	46	4.1087	.31470
Tasks are handled harmoniously towards a common objective	46	4.0870	.78390
Interdepartmental coordination is very well designed	46	4.0870	.35441
Communication break-downs and erroneous communication are frequently experienced	46	3.8478	.46986
Including labor, no type of resources is wasted	46	3.8043	.58193
Task-related inefficiencies are reduced to a minimum	46	3.6739	.79034
I think that tasks are not carried out well enough	46	3.3696	.87835
Valid N (listwise)	46		

As we can see in table 4.3 all of the factor are contribute to the project perspective but the most contribute factor is manual procedure that used in the organization which has a highest mean value of 4.5652 followed by satisfaction of the customer toward the product and services and the third most contribute factor is judgmental decision making that has the mean value of 4.5000.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0   Introduction

In this chapter, we have come to a conclusion that all the research that we have made on the relationship between Project Management and KFC organizations. This research has been distributed to 46 managers and supervisor of KFC in Kuching as our respondents. In this research, we can determine how does the project management affect the organization performance.

Here include the main findings of the research in order to meet the research objectives. This includes to investigate relationship between organization rationality and project perspective , to determine the factor of organization rationality contribute to project perspective.

Besides that, there are some limitations that we had to go through over the research period. The limitations include the constraint that lead to dissatisfaction to us, uncompleted filling in the questionnaires and drawback to the research.

To wrap up the highlighted finding that was identified is based on the research objective that there was a relationship project management factor and KFC at Kuching.

5.1 Discussion

The discussion will explain about the implication in doing this research among the manager and supervisor of KFC's in Kuching and certain recommendation of ways that may help the organization to improve the performance.

5.1.1 Recommendations

From this research, after discovering the findings from the analysis that had been done, we can suggest some recommendation on how to overcome low motivation, commitment by top and lower management and their system In KFC Kuching. The recommendations are the increase in wages of the employees or give them bonuses and also to get the top management to participate more with the employees.

Firstly, the increment in wages of the employees is mostly recommended to secure the income of the employees especially in order to avoid the turnover of the employees. Employees often identify wages as the reason for leaving, as this will definitely has impact on the employees' reputation when they leave the company. Over the years of working, without any increment of wages or bonuses given to the employees would make the employees to feel devalued or unrecognized because they believe they have receive an inequality of pay for the task several years including not being recognized by the organization after doing an excellent job.. Therefore, to avoid employees from turning over, the organization should take into consideration of how they should give motivation towards their

employees whether by giving rewards or recognition for every task that they are doing well.

Next is how the top management needs to be involved with the subordinates in doing the organization's task. The top management team of a company controls decision making that affects everyone from the president down to entry-level employees (Frost, 2015). A good leader is the leader who walks with the employees to push the organization to the next level, not the leader who orders the employees by putting a lot of pressure only to the employees as if only the employees run the organization by themselves. As such, the employees would feel more motivated to do their tasks given when they can see that the top management has a positive involvement which makes them realize that the top management also helps to run the organization not only from the top level but as well as from the bottom level.

5.2   Conclusion

To conclude, the main finding of this research does reflect the objectives of our research which are based on four variables such as job challenge, communication, reward and recognition, employee empowerment and organizational politics. First objective is to investigate relationship between organization rationality and project perspective (RO1). Second is to determine the factor of organization rationality contribute to project perspective (RO2).

Therefore, implications of the research were identified by which we are able to determine that their organization quality were basically influenced when they are more motivated doing their job or tasks given, having a quite comfortable environment of working and also they want to get more training and development programs in the future to ensure their future with the organization.

At the end of this research, we as the researchers have found the unique relationship between the project management and the top management as how the employees become the backbone of the organization and the top management becomes the head for the organization. That is why it is important for the top management to always find ways of how to maintain the employees especially for those employees who excel more in their work by applying the project management in the organization to be more effective and efficient.

5.3 Limitation

In this research, we have also included several limitations of the research conducted. Limitation that we obtained refers to the restraints for us from doing or completing our activity in order for us to achieve our research objective. Based on our study, there are two objectives that we need to identify which are to to investigate relationship between organization rationality and project perspective. While second objective is to determine the factor of organization rationality contribute to project perspective. However, from the moment we distribute and to get the questionnaires back has become a limitation to us.

The main limitation of our research is insufficient of time for the questionnaires to be distributed. Another limitation that we obtained by completing this research study is we are only focusing on the KFC organization in Kuching. This surely make us to obtain limited sample size and data because each branch we only can distribute 5 to 10 questionnaire as it is for the top management.

Last but not least, our last limitation is there are no formal education among the KFC organization. This is because the management of the organization has low level of project management knowledge and this make the top management difficult to understand the term of project management.

As a conclusion, these limitations may perhaps occur before, during and after distributing our questionnaires, but it does not make us to put this research to an

end. It becomes a challenge for us to conduct this study and yet increases our determination to accomplish this study which we gained a lot of experience while communicating with people from other organization.

5.4   Chapter Summary

This chapter briefly viewed the context, objectives, methodology of the study. It included major findings of the study, and offered a number of recommendations to the human resource practitioners, organization and future researchers. The implication of the research towards the project management and organizational rationality was discussed, and the reference made to tis limitations as a scientific study.

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