

APPENDIX 1

16 Januari 1997

Kepada,

Pengurus-Pengurus Besar
Timbalan-Timbalan Pengurus Besar,
Pengarah-Pengarah Urusan,
Penolong-Penolong Pengurus Besar,
Pengurus-Pengurus Stesen,
Pengurus-Pengurus Wilayah,
Pengurus-Pengurus Kanan,
Pengurus-Pengurus,
Semua Eksekutif-Eksekutif,

Tuan-tuan dan puan-puan,

SURVEY ON COMMUNICATION FOR EXECUTIVE

I would be pleased if you could participate in my research project for my Ikatan/UM MBA programme. Please fill up the questionnaires below by circling the appropriate numbers given. The completed questionnaires can be passed on to my representative or sent direct to me by fax to;

03-3507617

Your co-operation is greatly appreciated.

Thank you.

BADRUL HISHAM ABU BAKAR
MBA student Ikatan/UM 1996/97
TNB, SJSSAA,
42200 Kapar.

Personal Background

Please circle the appropriate number

- | | | |
|----|--------------------------------------|---|
| 1. | Gender | 1. Male/ 2. Female |
| 2. | Grade | 1. JG23 and Below 2. JG24 to JG26 3. JG27 and Above |
| 3. | Educational Background | 1. Engineering 2. Accounting 3. Architecture 4. Others. Pls. specify..... |
| 5. | Grade of my boss (department's head) | 1. one or two grades higher 2. three grades higher 3. four grades higher 4. five grades higher 5. six grades higher 6. seven or more grades higher |
| 6. | Age | 1. 25 years and Below 2. 26 years to 34 years 3. 35 years to 44 years 4. 45 years and Above |
| 7. | Division | 1. Distribution 2. Generation 3. Transmission 4. Subsidiary. Pls. specify..... 5. Others. Pls. specify..... |
| 8. | Place of work | 1. HQ 2. District Office 3. Regional Office (Distribution or Transmission) 4. Power Station 5. Others. Pls. specify..... |

Please circle the number most appropriate to the statement.

- | | | Strongly Disagree | | | | Strongly Agree |
|----|--|-------------------|----|----|----|----------------|
| 1. | I was well-informed way ahead of the restructuring exercise. | 1 | 2. | 3. | 4. | 5. |
| 2. | I was always kept informed about new developments in the restructuring process. | 1 | 2. | 3. | 4. | 5 |
| 3. | I was satisfied with the quantity and frequency of information given to me on the restructuring. | 1 | 2. | 3. | 4. | 5 |

*Badrul Hisham
SJSSAA, Kapar
03-3507617*

Please circle the number most appropriate to the statement.

| | | Strongly Disagree | | | | Strongly Agree |
|-----|---|----------------------|----|----|----|-------------------|
| 4. | The quality of the information provided was consistently reliable and adequate. | 1 | 2. | 3. | 4. | 5 |
| 5. | Top Management made efforts to ensure that I understood clearly the objectives of restructuring. | 1 | 2. | 3. | 4. | 5 |
| 6. | My comments and recommendations were given due consideration by top management. | 1 | 2. | 3. | 4. | 5 |
| 7. | Timely and adequate feedback was frequently offered by top management. | 1 | 2. | 3. | 4. | 5 |
| 8. | I was able to meet and discuss with all others about the restructuring whenever necessary. | 1 | 2. | 3. | 4. | 5 |
| 9. | I was given ample opportunity to offer input and suggestions to the restructuring exercise. | 1 | 2. | 3. | 4. | 5 |
| 10. | Before any final decision was made, I was given a chance to voice my views. | 1 | 2. | 3. | 4. | 5 |
| 11. | Whenever, I was in doubt about some detail about the restructuring, I was able to discuss it with my superiors. | 1 | 2. | 3. | 4. | 5 |
| 12. | I was able to make recommendations or comments without fear of reprisal. | 1 | 2. | 3. | 4. | 5 |
| 13. | It was clear, to me who I should approach for information on restructuring. | 1 | 2. | 3. | 4. | 5 |
| 14. | Overall, I feel that I was able to participate meaningfully in the restructuring process. | 1 | 2. | 3. | 4. | 5 |
| 15. | I got most of my information about the restructuring from informal office chit-chat. | 1 | 2. | 3. | 4. | 5 |
| 16. | I believed information obtained from informal sources was more reliable than official communications. | 1 | 2. | 3. | 4. | 5 |
| 17. | Informal conversations with co-workers on restructuring increased my anxiety. | 1 | 2. | 3. | 4. | 5 |
| 18. | Informal discussions on restructuring were generally not done very openly. | 1 | 2. | 3. | 4. | 5 |

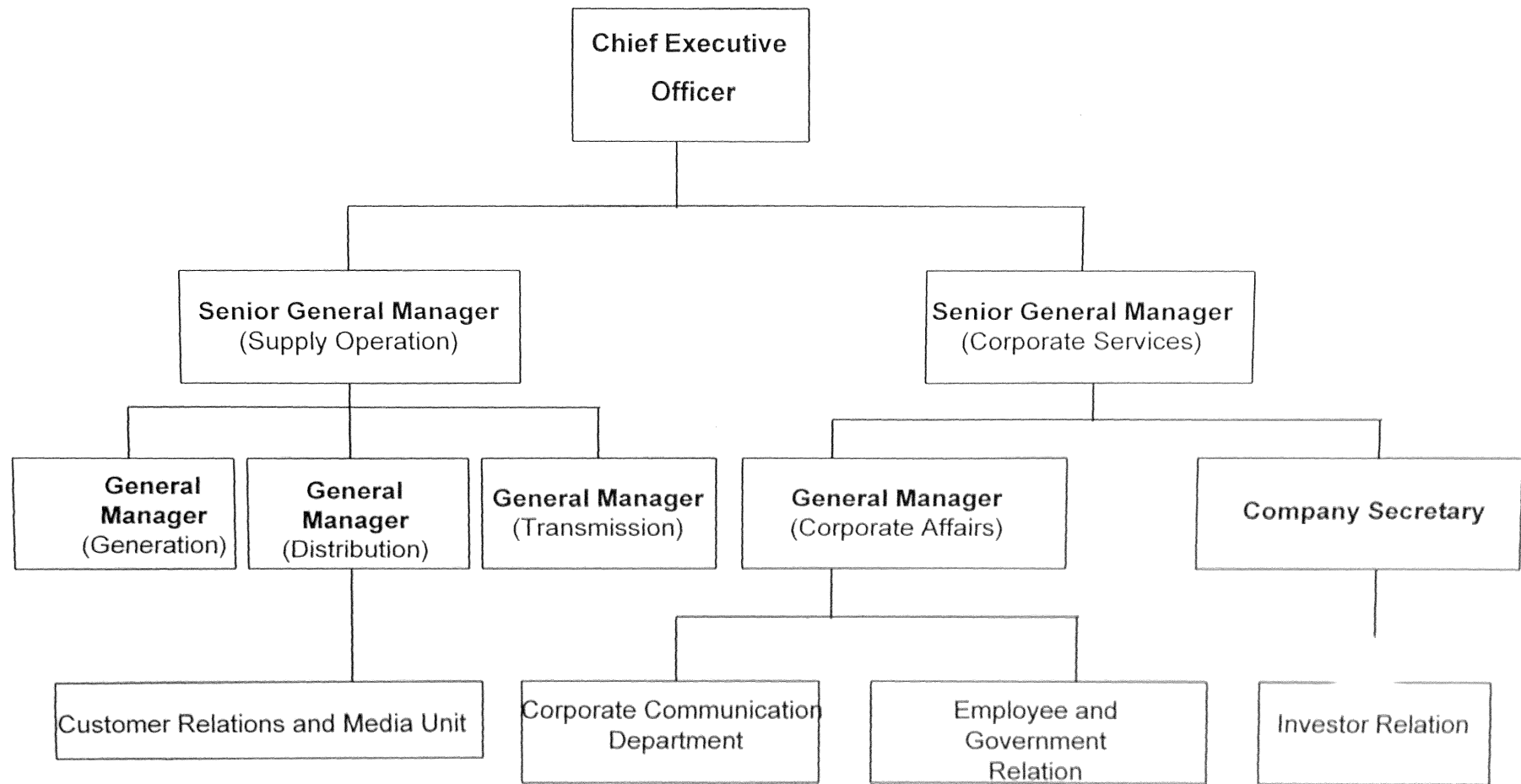
Please circle the number most appropriate to the statement.

| | | Strongly Disagree | | | | Strongly Agree |
|-----|--|----------------------|---|---|---|-------------------|
| 19. | I avoided conversation about the restructuring if it was within earshot of my superiors. | 1 | 2 | 3 | 4 | 5 |
| 20. | I was fully supportive of the rationale for restructuring that top management offered. | 1 | 2 | 3 | 4 | 5 |
| 21. | I was fully supportive of the way top management implemented the restructuring. | 1 | 2 | 3 | 4 | 5 |
| 22. | I was very pleased with the overall communication process in the restructuring exercise. | 1 | 2 | 3 | 4 | 5 |
| 23. | I believed the restructuring benefited only a select group of individuals especially those at the top. | 1 | 2 | 3 | 4 | 5 |
| 24. | I believed that I would benefit greatly from the restructuring. | 1 | 2 | 3 | 4 | 5 |
| 25. | I was very anxious about the outcome of the restructuring on my career advancement. | 1 | 2 | 3 | 4 | 5 |

My regular forms and techniques of communication;

| | | Very Often | | | | Very Seldom |
|-----|--|---------------|---|---|---|----------------|
| 26. | Verbal e.g. meeting, adhoc communication | 1 | 2 | 3 | 4 | 5 |
| 27. | Official reports and special messages | 1 | 2 | 3 | 4 | 5 |
| 28. | Reports in newspaper | 1 | 2 | 3 | 4 | 5 |
| 29. | E-mails including powerchat | 1 | 2 | 3 | 4 | 5 |

APPENDIX 2



APPENDIX 3

