

CHAPTER 3

3. RESEARCH METHODOLOGY

The research utilised two primary data collection techniques. The first method is personal interview. Personal interviews with the relevant personnel in the various departments of the company were conducted. The findings are presented in the two case studies in this research paper. The research also utilised the survey method. The research instrument was a three page questionnaire consisting of two parts.

3.1 Personal Background

Part 1 of the survey was designed to elicit the demographic profile of TNB executives. In general, executives can be grouped into three broad categories: (i) the lower managers consisting of executives in salary grade JG23 and below, (ii) the middle managers comprising of executives in salary grade JG24 to JG26, and (ii) the top managers are executives in salary grade JG27 and above.

As TNB offices are located all over the country, the research also collect information on place of work of respondents. Here work location is grouped into five categories. The first is the headquarters and its vicinity. The second category includes district offices at various major cities and towns in the country. The third category is the regional offices normally in state capitals of

all the states in the peninsula. The fourth category includes the twelve power stations throughout the country. The fifth category encompasses offices other than those stated above. For examples the audit and risk management departments in Kuala Lumpur and Petaling Jaya, the Institut Kejuruteraan Teknologi in Bangi, Selangor and subsidiary companies such as Tenaga Nasional Repair and Maintenance Company (REMACO) in Petaling Jaya, Selangor and Tenaga Nasional Engineering and Consultancy (TNEC) in Kuala Lumpur.

The majority of executives in TNB belongs to one of the three major divisions namely, the distribution, transmission, generation. There are also executives in the other two groups in the survey, i.e., those categorised as "Others" in corporate affairs, corporate planning, audit department etc. and those in subsidiary companies such as TNEC and REMACO mentioned above.

3.2 Opinion on the Effectiveness of Communication

Part II of the questionnaire is adapted, with permission, from one prepared by Dr. Josephine C. Lang of the University Malaya, (also the supervisor of this project) for her own research. The sample of the questionnaire is attached in appendix 1. Various statements were designed to asses the effectiveness of downward communication, upward communication and informal communication or grapevines. Five statements were designed to solicit the general attitudes of executives on the restructuring exercise itself. Part III of

the questionnaire collects information on the regular channel and forms of communication taking place within the organisation. Five point Likert scale is used ranging from strongly disagree (1) to strongly agree (5). Part IV utilise the 5 point Likert scale from very often (1) to very seldom (5).

3.3 Sampling Design

The population of interest for this research includes all the executives in Tenaga Nasional Berhad, i.e., those in salary grade JG19 onwards. The research design employed is non-probability design using the convenient sampling method. Questionnaires were distributed as widely as possible through faxes, e-mails and delivery by hand to the various offices in the organisation. Special efforts were made to ensure adequate representation from each of the three management levels described above, each of the five divisions in the company and each place of work. This is important to ensure that the result of the survey is a true reflection of the general attitudes of executives within the organisation. The completed survey forms were returned through faxes, mails, and hand delivery.

3.4 Data Analysis Technique

Statistical analysis was carried out using SPSS/PC+Dos version program. The first analysis performed on the data is the reliability analysis using Internal Consistency Reliability . The method uses the Cronbach's Coefficient

Alpha techniques to measure the consistency and stability of the score from the measurement scale used in the survey. The analysis is performed for the first 19 statements in the survey on the effectiveness of top down communication, bottom up communication, and the informal communication or grapevines. Statements 1 to 19 can be grouped as follows: (i) statements 1 to 7 for assessing the effectiveness of formal downward communication, (ii) statements 8 to 14 for assessing the effectiveness of formal upward communication, and (iii) statements 15 to 19 for assessing the effectiveness of informal communication or grapevines. Separate reliability analyses were performed on all the statements in these three groups to measure the consistency and stability of the measurement scales.

The means and the standard deviations are then computed for all the statements in the survey. The results will elicit the effectiveness of communication for the restructuring exercise. The final analysis is the analysis of variance which compares the means of two or more groups. From the results we can determine if there is significant difference between the means of different groups of respondents.