

## CHAPTER 5

### 5. Characteristics of the Respondents

Data were obtained from 225 respondents. The characteristics of the respondents are shown in Table 5.1.

Males outnumbered females by almost 10 times. Eventhough the exact ratio on the compositions of executives in Tenaga Nasional Berhad is not available, there are definitely more male executives than female executives in the company because Tenaga Nasional Berhad is an engineering company. Most of its executives are engineers. The salary grade profile reflects closely the profile of executives in the company. Based on the actual data from the Human Resource Department Corporate Services, 66% of the executives are in salary grades JG23 and below who are the lower rank executives , 29% are executives in salary grades JG24 to JG26 who are middle managers and 5% are in salary grades JG27 and above who are top managers. Looking at Table 7.1 above, this salary grades profile of the respondents is representative of the true salary grade profile of the firm.

As for educational background, the majority of the respondents are engineers who made up 88% of the total respondents. Based on the actual data, engineers made up 78% of the executives in the company. This discrepancy is due to the reluctance of non engineers working in the headquarters to respond to the survey.

From the salary grade profile, it is clear that most executives are only 1 or two grades lower than their superiors. The age profile shows close similarities with the actual age profile of executives of the company. Most of the executives fall within two age groups; 38.2% in the 25 to 34 age group and 37.8% in the 35 to 44 age group. Older executives aged 44 years and above made up only 14.7% of the total. These figures compare favourably with the actual profile of 45% for the 25 to 34 age group, 38% for the 35 to 44 age group and 13.2 percent for those above 44 age group.

Most of the respondents come from the generation and distribution divisions, i.e., 40% and 29% respectively. The actual percentages for both divisions are equal at 28%. The other major division within the company, the transmission division, made up 13% of the total. Executives working in subsidiary companies made up the remaining 9% of the total executive. The discrepancy is mainly due to the fact that the author works in the power station and hence is in the generation division and therefore have easier access to executives in the power stations.

There is no data on the actual distribution of executives based on the place of work. The profile of the respondents shows that executives working in power stations made up 38% of the respondents and executives working in the company's headquarters made up 24%. Executives in the headquarters come from all the divisions within the company. The regional offices are third with 31 respondents or 14% of the total. Those categorised in "Others" accounted for 16% of the total and include those executives working in the various

divisions, departments and subsidiary companies whose offices are located at various locations around the Kuala Lumpur area. The executives at district offices only account for 8% of the respondents. There are only two or three executives at any one of the district office and hence it is quite difficult to get access to them.

Table 5.1

Distribution of Respondents by Gender, Salary Grades, Educational Background, Number of superiors, Age, Division and Place of Work.

GENDER	SURVEY		ACTUAL	
	NO.	%	No	%
1. GENDER				
Male	200	88.9		
Female	18	8	NA	NA
Missing	7	3.1		
TOTAL	225	100	1553	100
2. SALARY GRADE				
JG23 and Below	139	61.8	1024	66
JG24 to JG26	65	28.9	455	29
JG27 and above	19	8.4	74	5
Missing	2	0.9		
TOTAL	225	100	1553	100
3. EDUCATIONAL BACKGROUND				
Engineering	197	87.6	1212	78
Accounting	3	1.3	83	5.3
Architecture	0	Nil	11	0.7
Others	24	10.7	247	15.9
Missing	1	0.4		
TOTAL	225	100	1553	100
4. SALARY GRADE OF SUPERIOR				
1 & 2 Grades higher	101	44.9		
3 Grades higher	51	22.7		
4 Grades Higher	30	13.3		
5 Grades higher	17	7.6	NA	NA
6 Grades higher	9	4.0		
7 Grades higher	7	3.1		
Missing	10	4.4		
TOTAL	225	100	1553	100
5. AGE				
25 years and below	18	8.0	158	10.2
26 to 34 years	86	38.2	600	38.6
35 to 44 years	85	37.8	590	38.0
45 years and above	33	14.7	205	13.2
Missing	3	1.3		
TOTAL	225	100	1553	100
6. DIVISION				
Distribution	66	29.3	440	28.8
Generation	91	40.4	448	28.3
Transmission	15	6.7	209	13.5
Subsidiary	28	12.4	106	6.8
Others	25	11.2	306	19.6
Missing	0	Nil	44	3.0
TOTAL	225	100	1553	100
7. PLACE OF WORK				
Headquarters	54	24.0		
District Office	19	8.4		
Regional Office	31	13.8		
Power Station	85	37.8	NA	NA
Others	36	16.0		
Missing	0	Nil		
TOTAL	225	100	1553	100

Note: NA : Not Available