

TEN MOST IMPORTANT PROBLEMS THAT NEED TO BE
ADDRESSED BY TOP MANAGEMENT OF TNB
GENERATION: THE VIEW OF TNB POWER
STATION EXECUTIVES

By

Muhammad Dzulkifli Bin Md Daud

Bachelor Of Science In Mechanical Engineering

Ohio University, Athens,

Ohio, USA

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University Of Malaya

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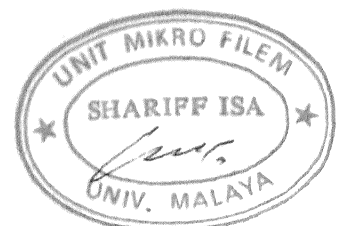
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ABSTRACT

Some strategies have been formulated and implemented by top management of TNB Generation SBU in their effort to improve the unit and operate efficiently. From the Pekeliling Pengurus Besar (Penjanaan) dated on the 7th of October, 1993, the General Manager has indicated the direction where the TNB Generation SBU would be heading with strategies that were being developed and would to be implemented to achieve its objectives and goals.

Many organizations in US conduct regular employee opinion surveys to identify problems of the organization that are roadblocks and obstacles to the improvement process. This research was an attempt to document and understand the perception of power station executives on TNB Generation SBU current managerial problems that need to be addressed by its top management. This study has attained its objectives by successfully identifying the ten most important managerial problems in TNB Generation and ranked them in the order of importance by using the Delphi technique.

In Phase 1 of the study, 64 out of the 315 executives in power stations participated by projecting 304 problems. This only accounts for about 20.3% of the survey population. The low responses from the executives was due to the nature of this survey which was an open-ended one and the time taken to describe the problems in writing was very extensive. In Phase 2 of the survey, 136 of the 315 executives responded by ranking the top 20 most-mentioned problems and by following the

ranking procedures correctly. This accounts for about 43.2% of the total executives in power stations. The top ten most important problems that need to be addressed by the top management of TNB Generation SBU, identified and ranked by the power station executives are listed below in the order of importance from No.1 (the most important) problem to No. 10 (the tenth most important) problem.

1. Poor Human Resource Management And Planning
2. The Need Of Managers With Good Leadership Qualities In HQ And Stations
3. Slow Decision Making Process By Management
4. Unsatisfactory Reward, Salary And Appraisal System
5. Lack Of Commitment Of Managers And Staff
6. Lack Of Empowerment Given To Stations
7. Too Many Restructuring Exercises And Right Sizing Causing Problems
8. Direction Not Clear From Headquarters
9. Poor Implementation Of Strategies To Achieve Goals
10. Inefficient Flow Of Information And Lack Of Communication

Proper problems identification is essential to the top management before addressing them. The survey has provided the top management the opportunities to discuss employee concerns. This report has also included some suggestions on how those concerns could be resolved.

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