

the inadequacy of the Cross-Station Routine. The Cross-Station Routine informs other stations on collection made on its behalf.

Fourth, other problems concerned with data relates to the detail required. Details on most transactions and/or activities are not kept as Tenaga Nasional does not see the benefit of doing so.

Finally, the study was confined to Wilayah Persekutuan only. However, Wilayah Persekutuan does not resemble other regions and hence due to this uniqueness the modeling would be vastly dissimilar when compared to other regions. These include the use of CIBS, zone system instead of district offices, single collection account, etc.

3.2 Study Methodology

The data collected are analyzed as follows :-

1. The Wilayah Persekutuan's average daily sales were initially determined. From the average daily sales, the cost of float for a single day was then calculated by multiplying the daily sales by the daily interest rate. The interest rates used was the Interbank Fixed Deposit rate at 6.87% per annum published on 4th January 1996. These rates were used as they represent the lowest rate of return that Tenaga Nasional has to forgo.
2. The study then analyzed the cash collection process of Tenaga Nasional.
3. The study also analyzed the various floats that arose as a result of the collection processes.

3.3 Limitations of Study

In making inferences from the data, a number of limitations contained in the study must be recognized.

First and foremost, some data are still manually kept and close scrutiny has to be made in order to determine its relevance and usefulness and to sort out the relevant portions. The payment by mail data comes under this category. The payment by mail typically comprises of payment for all stations in Tenaga Nasional. These payments are registered and banked in at Zone 1 Collection Centre located at the Head Office Building. Therefore, a manual sort has to be made to isolate the actual payments meant for Wilayah Persekutuan.

Second, although the rest of the data are computerized, manual analysis was still carried out as no routine is available to run the analysis.

Third, the Cash Receipt Summary (**CRS**) at both the operations and corporate end does not tally. This is mainly due to the Cash Receipt Machine (**CRM**) not being on-line, peculiarity of the **CIBS** and

0 METHODOLOGY

This section outlines the research design and methodology carried out in the study.

3.1 Data Collection Procedure

Secondary Data. They are in the form of Cash Receipt Summary (Wilayah Persekutuan), Cash Transfers between One-Stop-Agencies, Institutions and Tenaga Nasional, Mail Payment, Comparative Financial Statement FY94/95 - Wilayah Persekutuan and other internal reports. These data are primarily in written form and/or in computer printouts. The daily collection data for Tenaga Nasional's Collection Centres (Month - September 1995) and Mail Payment (Month - January 1996) are for a one month period. All others are based on one year's data i.e. FY94/95.

Primary Data. Primary data were obtained through one-on-one interview and discussions with various Tenaga Nasional's officers in various capacities both at the corporate (accounts) level and at the operations level at Wilayah Persekutuan.