

# **Enhance Work Performance Through Employee Involvement Strategy**

**A Business Field Project submitted to the graduate School in partial fulfillment of  
the requirements for the degree Master of Business Administration (MBA),  
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**BY**

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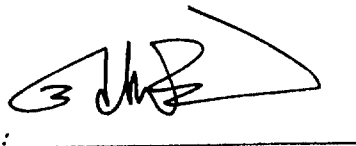
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## Abstract (Bahasa Malaysia)

Industri kuasa elektrik di Malaysia beroperasi dalam enviromen yang pesat dengan kemajuan dan peralihan pembangunan yang **pantas**. Kemajuan teknologi meberangsangkan pengguna untuk mempertikaikan mutu perkhidmatan yang diterima dari syarikat utiliti. Kehendak pengguna terhadap kualiti produk dan perkhidmatan memaksa pihak utiliti untuk mencari strategi yang terbaik untuk **memberi** kepuasan kepada Pengguna. **Salah** satu faktor yang selalu di persoalkan adalah berhubung dengan reliabiliti bekalan elektrik.

Di Tenaga Nasional Berhad **Bagan Serai**, kekerapan gangguan bekalan **voltan** rendah yang tinggi dalam pertengahan sembilan puluhan telah mendapat **tamparan** hebat dari pengguna dan pihak pengurusan atasan. Aplikasi terdahulu yang menggunakan **cara** tradisi melalui “Tall Hierarchy Concept” tidak dapat mengatasi masalah gangguan bekalan. **Pada** bulan July 1996, satu strategi baru yang dikenali sebagai “ Employee Involvement Participation Method” di perkenalkan untuk mengatasi isu kekerapan gangguan bekalan.

Daripada penganalisaan, adalah didapati bahawa faktor manusia dan kaedah menjadi **punca** utama gangguan bekalan. Berpandukan kepada maklumat tersebut, fokus terperinci keatas isu teknik dan bukan teknik di dilaksanakan. Beberapa perubahan di implementasikan bertujuan untuk menyatukan anggota kerja mengatasi masalah gangguan bekalan secara berpasukan (teamwork). Kaedah **ini** berjaya mengurangkan jurang gangguan bekalan dari angka 306 **pada** bulan September 1995 kepada angka 43 **pada** akhir bulan April 1997 dan seterusnya berada di **paras** bawah dari 15 gangguan **pada** akhir bulan Disember 1999.

Kertas kerja **ini** memaparkan pengalaman yang dilalui oleh TNB **Bagan Serai** untuk mencapai kejayaan. Ia **juga** menceritakan strategi yang di gunakan untuk mentransformasikan anggota kerja dari berbilang **bangsa** , berbeza usia dan pangkat yang berlainan untuk bersatu **hati** dalam satu pasukan untuk melaksanakan satu visi iaitu mengkurangkan gangguan bekalan. Satu temuduga / survey berhubung berkesanan **cara** pengurusan sebelum dan selepas telah diadakan dari 24hb Jan 2000 sehingga 30hb Jan 2000.

## **Abstract (English)**

Electricity power industry in Malaysia has been operating in environments of intense and rapid change. Technology advancement has forced customers to demand for services from the utilities. Customers demand for quality product and services had launched the search by the utility companies for best strategy to satisfy their needs.

At TNB **Bagan Serai**, the high rate of low voltage power failures during the middle of nineties has caused the organization faced with pressure from both customers as well as top management. The earlier application of the Conventional Method through tall hierarchy did not help to solve the problem. Many strategies were outlined but it failed to produce promising results.

During the month of July 1996, a new strategy as known as Employee Involvement Participation Method was introduced in order to overcome power outages issue. Since the causes of the outages were identified due to human factor and method factor, a severe focus on technical and non-technical issues were enhanced. Emphasis getting job done through employee involvement was enhanced. As a result, the power outages rate of 306 in September 1995 was reduced to 43 by end of April 1997 and settled below 15 a month by end of December 1999.

This paper explains the experiences encountered by TNB **Bagan Serai** to achieve an excellent result and how they manage to transform the employees from various ethnic background with different level of age to unite in a team with one vision: reduce power outages. An interview survey regarding the effectiveness of two different management methods was conducted between 24<sup>th</sup> Jan 2000 to 30<sup>th</sup> Jan 2000. The result of this survey is discussed in this paper.

## **PENGHARGAAN**

Sesungguhnya, projek bidang pengurusan (Business Field Project) ini tidak mungkin dapat disempurnakan tanpa bimbingan dan tunjukajar Profesor Madya Dr Zolkafli bin Hussin, selaku penyelia yang telah sudi meneliti, menyemak dan memperbaiki draf projek ini dari peringkat awal hingalah ke peringkat akhir. Jasa dan budi baik beliau amat saya hargai dan sanjung tinggi.

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## **CHAPTER ONE - INTRODUCTION**

### **1.1 Introduction**

In recent years, the electric utility business is faced with the most radical and important changes in its history. It is operating in environments of intense and rapid change. Major changes have been taking place in marketing, regulatory, and social and political environments in which company operates. The industry can no longer be considered as a natural monopoly in any country in the world. According to Felton(1998), the ownership bases of utilities are changing with government programs of privatization. Privatization reflects changes in government views toward state ownership, the need to bring more efficient and customer-responsive management to utilities, and in some cases the desire to raise funds that the government can deploy in other activities or sectors.

These changes mean that the electric utilities and utility-related institutions must shift their attention from their traditional concerns, which are internal in nature, to the concerns of customers for better quality of service, faster response and lower cost of electricity. The competitiveness in market urged the utilities to become closer to customers, understanding more thoroughly their needs. Era of consumerism and technology advancement forced customers to demand from utilities. Customers are beginning to have choices regarding from whom they purchased electricity. As a result, it places pressures on utilities regarding pricing, services and reliability. At

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