

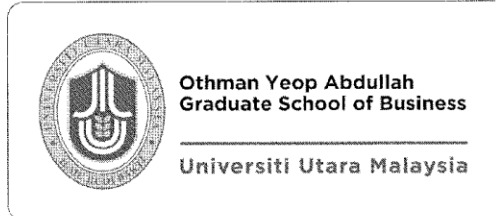
**THE MEDIATING IMPACT OF OCCUPATIONAL STRESS ON LEADERSHIP  
STYLES AND JOB PERFORMANCE IN ASSET MAINTENANCE -  
TRANSMISSION DIVISION, TENAGA NASIONAL BERHAD**

**By**

**S.B. THILAKAVATHI BALAKRISHNAN**

**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in partial fulfilment of the requirements for the  
Degree of Master of Science in Occupational Safety and Health Management**

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## **ABSTRACT**

Tenaga Nasional Berhad (TNB) is a monopoly company being in charge of power utility. TNB as a whole strives to cater power electricity to all consumers situated in Malaysia and Sabah with the aid of its core division which includes Asset Maintenance, Transmission. TNB focuses on how to “keep the lights on” without interruption. Such demanding situations and requirements at times lead to stress to employees regardless of their position and status in the organization. The problem of the occupational stress may affect the performance of the TNB’s employees. Therefore, leaders are identified to execute important roles and task to serve, to deliver and to excel in the business. A study was performed to find out the best leadership style that TNB should implement in her organization. Using a proportionate stratified random sampling, questionnaire survey was employed and distributed to the employees of Asset Maintenance, Transmission Division via their General Manager (Human Resource Management & Administration Services), Transmission Division, TNB. A total of 175 employees participated in this study, representing a response rate of 55.21%. However the actual usable data was 53.94% (171). Hierarchical multiple regression analyses were conducted to test the hypotheses posited in this study. The regression results indicated that: (1) it is partially supported for a significant relationship between leadership style and job performance, (2) it is partially supported for a significant relationship between leadership style and occupational stress. The findings showed that preferable leadership style was democratic, in which potent to be predictors of job performance within the Asset Maintenance Department of Transmission Division in TNB.

## ABSTRAK

Tenaga Nasional Berhad (TNB) merupakan syarikat utiliti elektrik utama negara. Secara keseluruhan Tenaga Nasional Berhad (TNB) berusaha untuk membekal belakan elektrik kepada semua pelanggan di Malaysia dan Sabah dengan bantuan bahagian terasnya termasuk Senggaraan Aset, Bahagian Penghantaran. Fokus TNB adalah untuk memastikan bekalan elektrik dibekalkan secara berterusan tanpa gangguan. Permintaan dan keperluan yang tinggi menyebabkan tekanan kepada semua warga kerja di organisasi ini. Tekanan pekerjaan akan menjejaskan prestasi dikalangan anggota kerja TNB. Oleh yang demikian, pemimpin yang digelar sebagai Ketua Jabatan dikenal pasti untuk melaksanakan tugas serta fungsi yang penting bagi merealisasikan moto TNB iaitu *“to serve, to deliver, to excel”* dalam bisnes elektriknya. Satu kajian dijalankan untuk mengenalpasti gaya kepimpinan yang terbaik bagi dipraktikkan didalam organisasi TNB. Dengan menggunakan persampelan berstrata rawak berkadar borang kaji selidik diedarkan kepada anggota kerja Senggaraan Aset, Bahagian Penghantaran melalui Pengurus Besar (Pengurusan Sumber Manusia & Perkhidmatan Pentadbiran), Bahagian Penghantaran, TNB. Seratus tujuh puluh lima pekerja telah mengambil bahagian dalam kaji selidik ini, dimana peratusan maklum-balas adalah 55.21%. Tetapi, jumlah data yang boleh diguna pakai adalah 53.94% (171). Hierarki analisis regresi berganda telah dijalankan untuk menguji hipotesis yang dikemukakan dalam kajian ini. Hasil regresi menunjukkan bahawa: (1) sebahagiannya disokong untuk hubungan yang ketara diantara gaya kepimpinan dan prestasi kerja, (2) sebahagiannya disokong untuk hubungan yang ketara diantara gaya kepimpinan dan tekanan pekerjaan. Hasil daripada kajian ini, didapati gaya kepimpinan demokratik adalah sangat berkesan untuk meningkatkan prestasi kerja di Senggaraan Aset, Bahagian Penghantaran di TNB.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

To date, uncertainty and instability are the norm in a work's environment. These have increased levels of stress for employees regardless of their position and status in the organization. In general, occupational stress is a syndrome of emotional exhaustion, cynicism, and reduced feelings of personal accomplishment that frequently exists among individuals at their workplace. Limm et al. (2011) pointed that occupational stress is a key risk factor related to a variety of health effects. The occupational stress while it is necessary to motivate employees in challenging themselves in their work tasks, at times the excessive workloads or lack in the ability to cope with the stress is also known. This would create a conflict and consequently, harm their productivity at work. As a result of the failure in handling stress, employees suffer lack of energy, fatigue, have adverse attitudes toward work, or reduce a tendency to abide by company rules and regulations, and may also diminish confidence in one's ability to perform the job well.

Occupational stress was found to be the second most common health problem (28%) across the EU15 (European Union), where back pain was frequently reported (Houtman, 2007). From the study of Kompier (2002), Landsbergis (2003), and National Institute for Occupational Safety and Health (2002), Houtman (2007) concluded that the dramatic change in the workplace has given impact to more women, older and higher educated people, as well as increased migration. Therefore, there is

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