

**PERAK STATE SECRETARIAT  
EMPLOYEE SATISFACTION SURVEY  
JANUARY – JUNE 2023**

**1. INTRODUCTION**

The Perak State Secretariat Corporate Division conducted the State Secretariat Employee Satisfaction Survey to assess the level of employee satisfaction among civil servants in the administration. The survey results will be tabled at the Perak State Secretariat Management Meeting for the reference of the top administration and management. The objective of the survey is to ensure that employee satisfaction in the administration is at the optimum level so that the Perak State Secretariat service delivery system is always at its very best.

**2. SURVEY TARGET**

Achievement of **97%** employee satisfaction.

**3. SURVEY ACHIEVEMENT**

Category Of Overall Survey Answers	Achievement Percentage
Overall Answers Ticked 'Yes'	<b>97.24%</b>
Overall Answers Ticked 'No'	<b>2.76%</b>

The survey results show that the overall employee satisfaction level at the Perak State Secretariat is **97.24% satisfied and 2.76% not satisfied**. This data includes survey results from a total respondent of **457 civil servants** in the Perak State Secretariat.

**4. SURVEY RESPONDENTS**

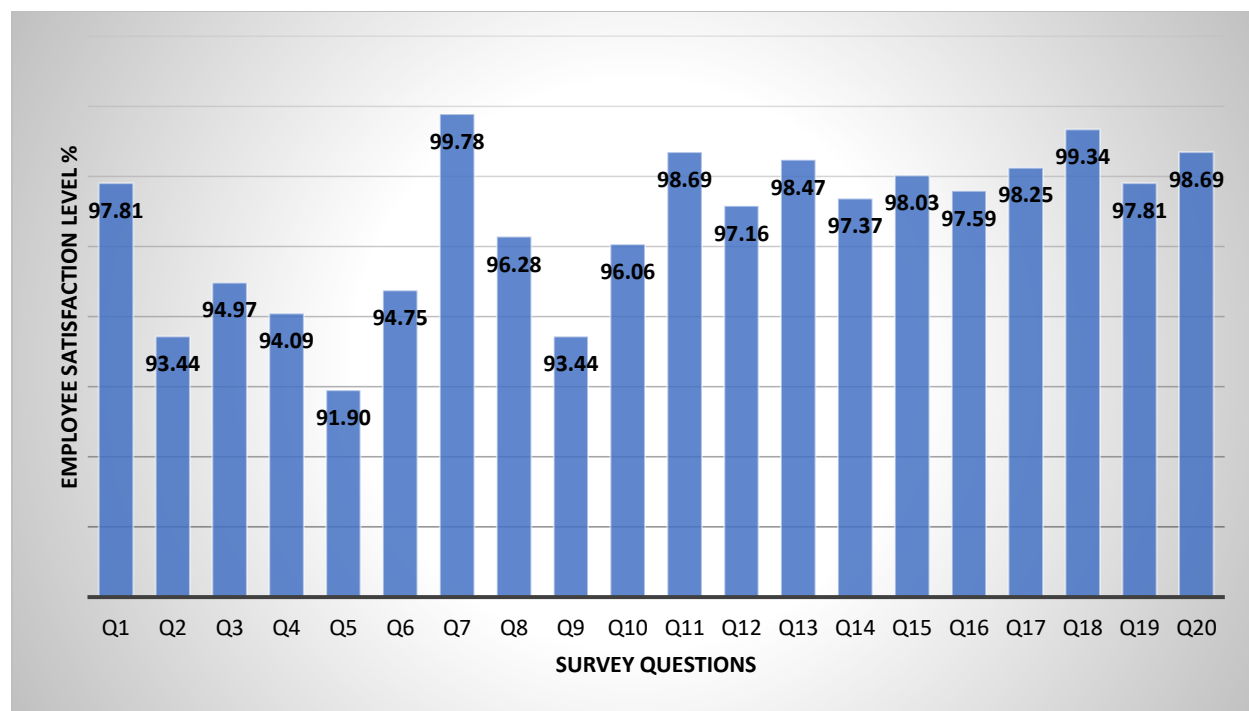
NO.	DIVISION / DEPARTMENT	TOTAL TARGET RESPONDENTS	ACTUAL NUMBER OF RESPONDENTS	TARGET RESPONDENTS PERCENTAGE
1	State Economic Planning Unit	<b>40</b>	<b>40</b>	<b>100%</b>
2	Human Resource Management Division	<b>76</b>	<b>76</b>	<b>100%</b>
3	Information Management Division	<b>35</b>	<b>35</b>	<b>100%</b>
4	Management Services Division	<b>161</b>	<b>161</b>	<b>100%</b>
5	Corporate Division	<b>31</b>	<b>31</b>	<b>100%</b>
6	Local Government Division	<b>32</b>	<b>32</b>	<b>100%</b>
7	State Assembly & State Exco Division	<b>29</b>	<b>29</b>	<b>100%</b>
8	Menteri Besar's Office	<b>27</b>	<b>27</b>	<b>100%</b>
9	Internal Audit Division	<b>14</b>	<b>14</b>	<b>100%</b>
10	Integrity Unit	<b>12</b>	<b>12</b>	<b>100%</b>
	<b>TOTAL</b>	<b>457</b>	<b>457</b>	<b>100%</b>

## 5. SURVEY ANALYSIS

### 5.1 FEEDBACK ACHIEVEMENT BASED ON SURVEY QUESTIONS

NO.	QUESTIONS	YES	PERCENTAGE (%)	NO	PERCENTAGE (%)
1	I receive clear instructions from the management	447	97.81%	10	2.19%
2	I receive feedback regarding my work performance.	427	93.44%	30	6.56%
3	Communication among staff in this Division is very satisfactory.	434	94.97%	23	5.03%
4	I have enough time to complete the work given as stipulated in the client charter.	430	94.09%	27	5.91%
5	I am satisfied with the workload given to me.	420	91.90%	37	8.10%
6	I get enough monitoring and supervision from management in carrying out my work.	433	94.75%	24	5.25%
7	I have good relationships with other divisions in the Perak State Secretariat.	456	99.78%	1	0.22%
8	My welfare in the workplace is safeguarded.	440	96.28%	17	3.72%
9	There is no conflict among colleagues / management	427	93.44%	30	6.56%
10	I am satisfied with the cooperation given by my colleagues and management.	439	96.06%	18	3.94%
11	I get the support from my other colleagues.	451	98.69%	6	1.31%
12	I have confidence in the superior officers of this division.	444	97.16%	13	2.84%
13	A comfortable and safe environment helps in improving my service performance.	450	98.47%	7	1.53%
14	The facility and equipment provided in the office help smoothen my work.	445	97.37%	12	2.63%
15	Information can be obtained easily and fast via a complete documentation system.	448	98.03%	9	1.97%
16	I am satisfied with the courses/training attended and they meet my work scope.	446	97.59%	11	2.41%
17	The directive on reducing the number of days for courses from 7 to 3 days is reasonable.	449	98.25%	8	1.75%
18	I feel safe performing my official duties, including duties outside the office.	454	99.34%	3	0.66%
19	I do not experience sexual harassment during work.	447	97.81%	10	2.19%
20	Flexible Working Hours gives me a lot of benefits.	451	98.69%	6	1.31%

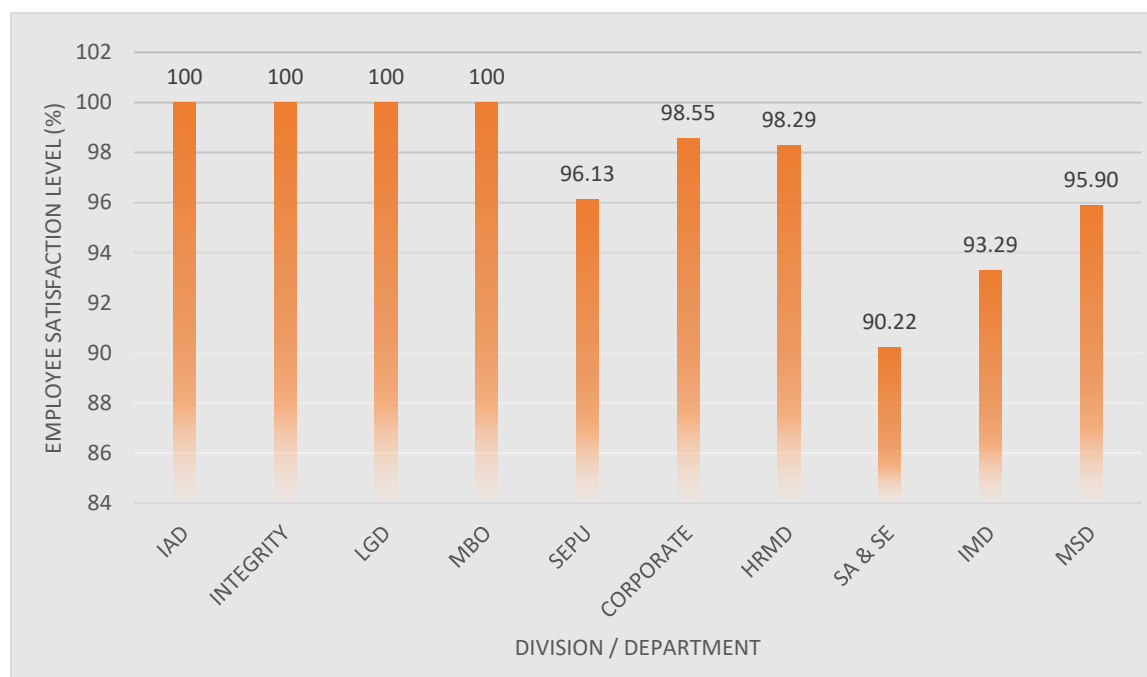
### 5.1.1 GRAPH SHOWING EMPLOYEE SATISFACTION ACHIEVEMENT LEVEL ACCORDING TO SURVEY QUESTIONS



### 5.2 FEEDBACK ACHIEVEMENT ACCORDING TO DIVISIONS/DEPARTMENTS

NO.	DIVISION / DEPARTMENT	TOTAL TARGET RESPONDENTS	ACTUAL NUMBER OF RESPONDENTS	SATISFIED PERCENTAGE	NOT SATISFIED PERCENTAGE
1	Internal Audit Division	14	14	100%	5.36%
2	Integrity Unit	12	12	100%	2.50%
3	Local Government Division	32	32	100%	1.56%
4	Menteri Besar's Office	27	27	100%	0.56%
5	State Economic Planning Unit	40	40	96.13%	3.87%
6	Corporate Division	31	31	98.55%	1.45%
7	Human Resource Management Division	76	76	98.29%	1.71%
8	State Assembly & Exco Division	29	29	90.22%	9.78%
9	Information Management Division	35	35	93.29%	7.79%
10	Management Services Division	161	161	95.90%	4.10%
	<b>TOTAL</b>	<b>457</b>	<b>457</b>	<b>97.24%</b>	<b>2.76%</b>

### 5.2.1 GRAPH SHOWING EMPLOYEE SATISFACTION ACHIEVEMENT LEVEL ACCORDING TO DIVISIONS / DEPARTMENTS



### 5.3 FEEDBACK ACHIEVEMENT BASED ON SURVEY QUESTIONS ACCORDING TO DIVISIONS / DEPARTMENTS

#### 1. I receive clear instructions from the management.

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	INTEGRITY UNIT	76	100.00%	0	0.00%
3	CORPORATE	31	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	INTERNAL AUDIT	14	100.00%	0	0.00%
6	HRMD	12	100.00%	0	0.00%
7	MBO	27	100.00%	0	0.00%
8	IMD	34	97.14%	1	2.86%
9	MSD	154	95.65%	7	4.35%
10	SA & SE	27	93.10%	2	6.90%
TOTAL		447	97.81%	10	2.19%

**2. I receive feedback regarding my work performance.**

NO.	DIVISION	YES		NO	
1	MBO	27	100.00%	0	0.00%
2	INTERNAL AUDIT	14	100.00%	0	0.00%
3	INTEGRITY UNIT	12	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	HRMD	73	96.05%	3	3.95%
6	CORPORATE	29	93.55%	2	6.45%
7	SEPU	37	92.50%	3	7.50%
8	MSD	148	91.93%	13	8.07%
9	IMD	31	88.57%	4	11.43%
10	SA & SE	24	82.76%	5	17.24%
<b>TOTAL</b>		<b>427</b>	<b>93.44%</b>	<b>30</b>	<b>6.56%</b>

**3. Communication among staff in this Division is very satisfactory.**

NO.	DIVISION	YES		NO	
1	MBO	27	100.00%	0	0.00%
2	INTEGRITY UNIT	14	100.00%	0	0.00%
3	INTERNAL AUDIT	12	100.00%	0	0.00%
4	CORPORATE	31	100.00%	0	0.00%
5	LGD	32	100.00%	0	0.00%
6	HRMD	73	96.05%	3	3.95%
7	SEPU	38	95.00%	2	5.00%
8	MSD	152	94.41%	9	5.59%
9	IMD	31	88.57%	4	11.43%
10	SA & SE	24	82.76%	5	17.24%
<b>TOTAL</b>		<b>434</b>	<b>94.97%</b>	<b>23</b>	<b>5.03%</b>

**4. I have enough time to complete the work given as stipulated in the client charter.**

NO.	DIVISION	YES		NO	
1	MBO	27	100.00%	0	0.00%
2	INTERNAL AUDIT	14	100.00%	0	0.00%
3	INTEGRITY UNIT	12	100.00%	0	0.00%
4	CORPORATE	32	100.00%	0	0.00%
5	HRMD	75	98.68%	1	1.32%
6	MSD	156	96.89%	5	3.11%
7	SEPU	30	96.77%	1	3.23%
8	LGD	33	82.50%	7	17.50%
9	IMD	28	80.00%	7	20.00%
10	SA & SE	23	79.31%	6	20.69%
<b>TOTAL</b>		<b>430</b>	<b>94.09%</b>	<b>27</b>	<b>5.91%</b>

**5. I am satisfied with the workload given to me.**

NO.	DIVISION	YES		NO	
1	MBO	27	100.00%	0	0.00%
2	INTEGRITY UNIT	12	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	INTERNAL AUDIT	14	100.00%	0	0.00%
5	HRMD	72	94.74%	4	5.26%
6	SEPU	37	92.50%	3	7.50%
7	MSD	146	90.68%	15	9.32%
8	CORPORATE	28	90.32%	3	9.68%
9	SA & SE	24	82.76%	5	17.24%
10	IMD	28	80.00%	7	20.00%
<b>TOTAL</b>		420	91.90%	37	8.10%

**6. I get enough monitoring and supervision from management in carrying out my work.**

NO.	DIVISION	YES		NO	
1	CORPORATE	31	100.00%	0	0.00%
2	LGD	32	100.00%	0	0.00%
3	MBO	27	100.00%	0	0.00%
4	INTERNAL AUDIT	14	100.00%	0	0.00%
5	INTEGRITY UNIT	12	100.00%	0	0.00%
6	SEPU	39	97.50%	1	2.50%
7	HRMD	74	97.37%	2	2.63%
8	MSD	147	91.30%	14	8.70%
9	IMD	31	88.57%	4	11.43%
10	SA & SE	26	89.66%	3	10.34%
<b>TOTAL</b>		433	94.75%	24	5.25%

**7. I have good relationships with other divisions in the Perak State Secretariat.**

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	IMD	35	100.00%	0	0.00%
3	MSD	161	100.00%	0	0.00%
4	CORPORATE	31	100.00%	0	0.00%
5	LGD	32	100.00%	0	0.00%
6	SA & SE	29	100.00%	0	0.00%
7	MBO	27	100.00%	0	0.00%
8	INTERNAL AUDIT	14	100.00%	0	0.00%
9	INTEGRITY UNIT	12	100.00%	0	0.00%
10	HRMD	75	98.68%	1	1.32%
<b>TOTAL</b>		456	99.78%	1	0.22%

**8. My welfare in the workplace is safeguarded.**

NO.	DIVISION	YES		NO	
1	CORPORATE	31	100.00%	0	0.00%
2	LGD	32	100.00%	0	0.00%
3	MBO	27	100.00%	0	0.00%
4	INTERNAL AUDIT	14	100.00%	0	0.00%
5	INTEGRITY UNIT	12	100.00%	0	0.00%
6	HRMD	75	98.68%	1	1.32%
7	MSD	154	95.65%	7	4.35%
8	SEPU	37	92.50%	3	7.50%
9	IMD	32	91.43%	3	8.57%
10	SA & SE	29	90.63%	3	9.38%
<b>TOTAL</b>		<b>443</b>	<b>96.30%</b>	<b>17</b>	<b>3.70%</b>

**9. There is no conflict among colleagues / management**

NO.	DIVISION	YES		NO	
1	MBO	27	100.00%	0	0.00%
2	INTERNAL AUDIT	14	100.00%	0	0.00%
3	INTEGRITY UNIT	12	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	HRMD	74	97.37%	2	2.63%
6	CORPORATE	30	96.77%	1	3.23%
7	MSD	149	92.55%	12	7.45%
8	SEPU	37	92.50%	3	7.50%
9	IMD	30	85.71%	5	14.29%
10	SA & SE	22	75.86%	7	24.14%
<b>TOTAL</b>		<b>427</b>	<b>93.44%</b>	<b>30</b>	<b>6.56%</b>

**10. I am satisfied with the cooperation given by my colleagues and management.**

NO.	DIVISION	YES		NO	
1	CORPORATE	31	100.00%	0	0.00%
2	MBO	27	100.00%	0	0.00%
3	INTERNAL AUDIT	14	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	INTEGRITY UNIT	12	100.00%	0	0.00%
6	HRMD	75	98.68%	1	1.32%
7	SEPU	39	97.50%	1	2.50%
8	MSD	154	95.65%	7	4.35%
9	IMD	32	91.43%	3	8.57%
10	SA & SE	23	79.31%	6	20.69%
<b>TOTAL</b>		<b>439</b>	<b>96.06%</b>	<b>18</b>	<b>3.94%</b>

**11. I get the support from my other colleagues.**

NO.	DIVISION	YES		NO	
1	HRMD	76	100.00%	0	0.00%
2	CORPORATE	31	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	MBO	27	100.00%	0	0.00%
5	INTERNAL AUDIT	14	100.00%	0	0.00%
6	INTEGRITY UNIT	12	100.00%	0	0.00%
7	IMD	35	100.00%	0	0.00%
8	MSD	160	99.38%	1	0.62%
9	SEPU	38	95.00%	2	5.00%
10	SA & SE	26	89.66%	3	10.34%
<b>TOTAL</b>		<b>451</b>	<b>98.69%</b>	<b>6</b>	<b>1.31%</b>

**12. I have confidence in the superior officers of this division.**

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	CORPORATE	31	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	MBO	27	100.00%	0	0.00%
5	INTEGRITY UNIT	12	100.00%	0	0.00%
6	INTERNAL AUDIT	14	100.00%	0	0.00%
7	IMD	35	97.14%	1	2.86%
8	HRMD	73	96.05%	3	3.95%
9	MSD	154	95.65%	7	4.35%
10	SA & SE	27	93.10%	2	6.90%
<b>TOTAL</b>		<b>444</b>	<b>97.16%</b>	<b>13</b>	<b>2.84%</b>

**13. A comfortable and safe environment helps in improving my service performance.**

NO.	DIVISION	YES		NO	
1	HRMD	76	100.00%	0	0.00%
2	LGD	32	100.00%	0	0.00%
3	CORPORATE	31	100.00%	0	0.00%
4	SA & SE	29	100.00%	0	0.00%
5	MBO	27	100.00%	0	0.00%
6	INTEGRITY UNIT	12	100.00%	0	0.00%
7	INTERNAL AUDIT	14	100.00%	0	0.00%
8	MSD	157	97.52%	4	2.48%
9	SEPU	39	97.50%	1	2.50%
10	IMD	35	94.29%	2	5.71%
<b>TOTAL</b>		<b>450</b>	<b>98.47%</b>	<b>7</b>	<b>1.53%</b>



**14. The facility and equipment provided in the office help smoothen my work.**

NO.	DIVISION	YES		NO	
1	INTERNAL AUDIT	14	100.00%	0	0.00%
2	HRMD	76	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	CORPORATE	31	100.00%	0	0.00%
5	MBO	27	100.00%	0	0.00%
6	INTEGRITY UNIT	12	100.00%	0	0.00%
7	SEPU	39	97.50%	1	2.50%
8	MSD	155	96.27%	6	3.73%
9	IMD	33	94.29%	2	5.71%
10	SA & SE	26	89.66%	3	10.34%
<b>TOTAL</b>		<b>445</b>	<b>97.37%</b>	<b>12</b>	<b>2.63%</b>

**15. Information can be obtained easily and fast via a complete documentation system.**

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	CORPORATE	31	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	MBO	27	100.00%	0	0.00%
5	INTERNAL AUDIT	14	100.00%	0	0.00%
6	INTEGRITY UNIT	12	100.00%	0	0.00%
7	HRMD	75	98.68%	1	1.32%
8	IMD	34	97.14%	1	2.86%
9	SA & SE	28	96.55%	1	3.45%
10	MSD	155	96.27%	6	3.73%
<b>TOTAL</b>		<b>448</b>	<b>98.03%</b>	<b>9</b>	<b>1.97%</b>

**16. I am satisfied with the courses/training attended and they meet my needs.**

NO.	DIVISION	YES		NO	
1	HRMD	76	100.00%	0	0.00%
2	CORPORATE	31	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	MBO	27	100.00%	0	0.00%
5	INTERNAL AUDIT	14	100.00%	0	0.00%
6	INTEGRITY UNIT	12	100.00%	0	0.00%
7	SEPU	39	97.50%	1	2.50%
8	IMD	34	97.14%	1	2.86%
9	MSD	156	96.89%	5	3.11%
10	SA & SE	25	86.21%	4	13.79%
<b>TOTAL</b>		<b>446</b>	<b>97.59%</b>	<b>11</b>	<b>2.41%</b>

**17. The directive on reducing the number of days for courses from 7 to 3 days is reasonable.**

NO.	DIVISION	YES		NO	
1	IMD	35	100.00%	0	0.00%
2	CORPORATE	31	100.00%	0	0.00%
3	LGD	32	100.00%	0	0.00%
4	SA & SE	29	100.00%	0	0.00%
5	MBO	27	100.00%	0	0.00%
6	INTERNAL AUDIT	14	100.00%	0	0.00%
7	INTEGRITY UNIT	12	100.00%	0	0.00%
8	MSD	157	97.52%	4	2.48%
9	HRMD	74	97.37%	2	2.63%
10	SEPU	38	95.00%	2	5.00%
TOTAL		449	98.25%	8	1.75%

**18. I feel safe performing my official duties, including duties outside the office.**

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	HRMD	76	100.00%	0	0.00%
3	CORPORATE	31	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	SA & SE	29	100.00%	0	0.00%
6	MBO	27	100.00%	0	0.00%
7	INTEGRITY UNIT	12	100.00%	0	0.00%
8	INTERNAL AUDIT	14	100%	0	0.00%
9	MSD	158	98.14%	3	1.86%
10	IMD	35	97.22%	0	2.78%
TOTAL		454	99.34%	3	0.06%

**19. I do not experience sexual harassment during work.**

NO.	DIVISION	YES		NO	
1	CORPORATE	31	100.00%	0	0.00%
2	MBO	27	100.00%	0	0.00%
3	INTERNAL AUDIT	14	100.00%	0	0.00%
4	INTEGRITY UNIT	12	100.00%	0	0.00%
5	LGD	32	100.00%	0	0.00%
6	MSD	158	98.14%	3	1.86%
7	SEPU	39	97.50%	1	2.50%
8	HRMD	74	97.37%	2	2.63%
9	IMD	33	94.29%	2	5.71%
10	SA & SE	27	93.10%	2	6.90%
TOTAL		447	97.81%	10	2.40%

## 20. Flexible Working Hours gives me a lot of benefits.

NO.	DIVISION	YES		NO	
1	SEPU	40	100.00%	0	0.00%
2	HRMD	76	100.00%	0	0.00%
3	IMD	35	100.00%	0	0.00%
4	LGD	32	100.00%	0	0.00%
5	SA & SE	29	100.00%	0	0.00%
6	MBO	27	100.00%	0	0.00%
7	INTERNAL AUDIT	14	100.00%	0	0.00%
8	INTEGRITY UNIT	12	100.00%	0	0.00%
9	MSD	157	97.52%	4	2.48%
10	CORPORATE	29	93.55%	2	6.45%
TOTAL		451	98.69%	6	1.31%

## 6. RESPONDENTS' COMMENTS AND RECOMMENDATIONS

The survey conducted has received several comments and views from the respondents as follows: -

NO.	ISSUE	SUBJECT	DIVISION
1.	GOVERNANCE	<i>Request that the mould problem be resolved as soon as possible as it affects the office staff here.</i>	INTERNAL AUDIT
2.	GOVERNANCE	<i>The problem of mould growing in office space still occurs, which can cause discomfort and affects health. The storage space for documents and office equipment is also very limited, resulting in a compact office space.</i>	INTERNAL AUDIT
3.	GOVERNANCE	<i>Work directives must be circulated according to hierarchy to avoid miscommunication.</i>	INTERNAL AUDIT
4.	GOVERNANCE	<i>The air ventilation system and severe mould problem in the office are causing my colleagues and me to often be infected with fever, colds and skin problems. Please settle this problem. This matter has been raised for the past few years, but no solution nor action taken by the relevant parties.</i>	INTERNAL AUDIT
5.	GOVERNANCE	<i>Give the opportunity for staff to work flexible hours.</i>	SA & SE
6.	GOVERNANCE	<i>Should have better cfs and cos.</i>	SA & SE
7.	GOVERNANCE	<i>The way the financial administrative officer works is very disappointing.</i>	SA & SE
8.	GOVERNANCE	<i>Increase the number of courses related to work scope.</i>	MSD
9.	GOVERNANCE	<i>Distribution of duties must be done fairly by management.</i>	MSD
10.	GOVERNANCE	<i>Addition of equipment.</i>	MSD
11.	GOVERNANCE	<i>Stress on knowledge of morals and manners.</i>	MSD

12.	GOVERNANCE	<i>Expand and increase opportunities for promotion as per circular No.1/2016.</i>	MSD
13.	GOVERNANCE	<i>Officers must have prior discussions before making any decisions and be considerate of subordinate staff.</i>	MSD
14.	GOVERNANCE	Privileges are more for contract posts than permanent posts: Eg., Every year APC contract 2 candidates, permanent 1. Please be transparent in the fair division of tasks. Each grade and those holding a specific post must perform the duties of that post, if unable to or can't perform their duties, they must be replaced by someone who can perform the duties of that post.	MSD
15.	GOVERNANCE	<i>The publication, publicity and media relations unit must have a technical officer grade 41 or above, grade S or B.</i>	CORPORATE
16.	GOVERNANCE	<p><i>I am burdened with the open quotation project being conducted alone as a Quotation Manager and Project Manager. Starting from the procurement of open quotations to the appointment of the company and monitoring of the project, everything is carried out by myself as the Manager. Preparing reports, Certification Papers, Contracts and Letters of Acceptance, 90% of the quotation process is done by me alone, with only 10% help from subordinate staff.</i></p> <p><i>If one project a year it's okay; this year and the next will be a burden on me when 3 projects need to be carried out by me alone as Quotation Manager and Project Manager. In 2024, there will be a minimum of 3 or more procurement projects that need to be implemented via tenders. Even hearing that has made me tired because of the same circle for a year until the end of the year. Even one project is tiring, let alone 3 projects. Another burden is the procurement due date, especially regarding licences very close to the date.</i></p> <p><i>This burden has caused me not to have time to perform my core work well in Network and Security, such as checking, analysing and thinking of solutions for Antivirus reports (Antivirus has been in the National Audit), analysing and solving Internal Network and Wifi reports, analysing and solving Firewall Reports, analyzing and solving Switch and cabling Maintenance Reports, Complaint Reports and going to agencies throughout Perak to see and solve problems faced by the staff. In addition, I am also involved in the preparation of ISMS and ISO audit findings or the like. I also need to prepare other reports which are sometimes ad hoc. God willing, I can carry out as best as possible according to stakeholders' requests, but it is not as perfect as it could be and mistakes often occur due to the burden I have to bear, especially the work on quotations and tenders of projects.</i></p> <p><i>I have also complained about this problem to the supervisor (SUB and KPSU) face-to-face but so far there has been no action. Due to the fact that IMD does not have a procurement unit, I have also suggested that all current open quotations/tenders for procurement projects (regardless of the total number of projects at any one time, irrespective of field) can be divided among the 7 F44 officers (excluding</i></p>	IMD

		<i>SUB and KPSU) and the administrative unit in IMD as Quotation Manager and Project Manager. The division of this project is fair as each officer also has other core duties to perform. In the previous Employee Satisfaction Survey, there was also a complaint from me, which was also ignored. I beg it to be given attention. Thank you.</i>	
17.	GOVERNANCE	<i>Do revert to the fixed 7 days course in order to produce workers who are knowledgeable and motivated.</i>	HRMD
18.	GOVERNANCE	<i>The differences in workload between officers and staff need to be reviewed, and focus more on outdoor work/clubs/sports for some of the staff &amp; officers. Officers need to monitor the staff more closely so that they do not play truant during working hours.</i>	HRMD
19.	GOVERNANCE	<i>Pay increment according to the current economic needs.</i>	MBO
20.	GOVERNANCE	<i>1) Update overtime allowance claims. 2) Change the push lawn mower to the rabbit mover to shorten grass cutting time for large areas such as fields. 3) Shortage of civil servants for the implementers service scheme. 4) Accelerate the process of increasing the number of civil Servants in the implementers service scheme.</i>	MBO
21.	GOVERNANCE	<i>Monitoring by superiors on subordinates needs to be increased so that all subordinates' problems can be known and resolved immediately. For example, the equipment needed to carry out a task.</i>	MBO
22.	GOVERNANCE	<i>A diary for each work sent so that planning is more organised and systematic.</i>	SEPU
23.	POST & PLACEMENT	<i>Increase the number of officers in SEPU.</i>	SEPU

## 7. SUMMARY

Overall, this survey has recorded the employee satisfaction level in the Perak State Secretariat at **97.24 percent (%)**. The employee satisfaction level based on the divisions / departments is in the range of 100 percent (%) to 90.22 percent (%). From the data obtained based on the survey questions, the low satisfaction level at **91.90 percent (%)** is related to the question on the workload given to employees. Consequently, it has been suggested that the dissemination of this matter be carried out to all Perak State Secretariat staff to ensure that the employee satisfaction level will continue to rise; and thus ensuring the administration's service delivery system is at the excellent level.