

**PERAK STATE SECRETARIAT  
EMPLOYEE SATISFACTION SURVEY  
JANUARY – JUNE 2024**

**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>97.48%</b>
Overall Answers Ticked 'No'	<b>2.52%</b>

The survey results show that the overall employee satisfaction level at the Perak State Secretariat is **97.48% satisfied and 2.52% not satisfied**. This data includes survey results from a total respondent of **457 civil servants** in the Perak State Secretariat.

**4. SURVEY RESPONDENTS**

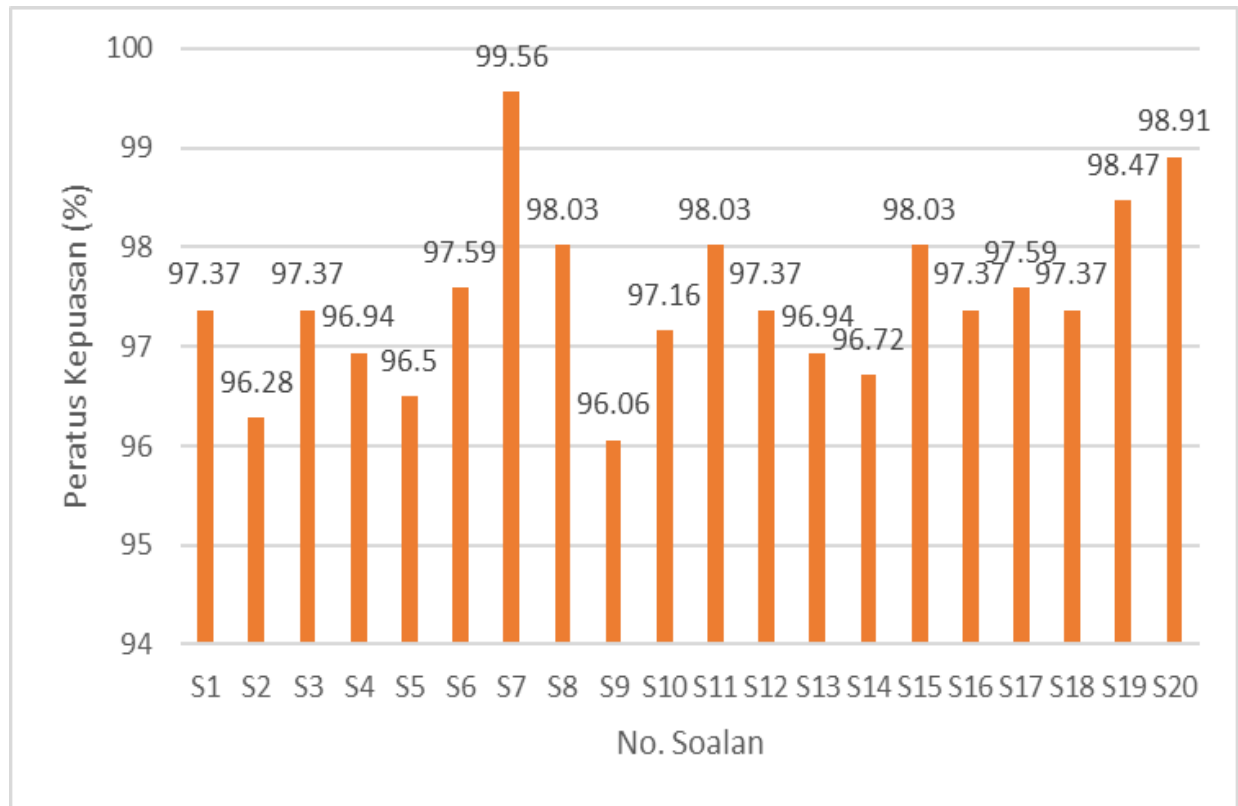
NO.	DIVISION / DEPARTMENT	TOTAL TARGET RESPONDENTS	ACTUAL NUMBER OF RESPONDENTS	TARGET RESPONDENTS PERCENTAGE
1	State Economic Planning Unit	46	46	100%
2	Human Resource Management Division	83	83	100%
3	Information Management Division	35	35	100%
4	Management Services Division	144	144	100%
5	Corporate Division	31	31	100%
6	Local Government Division	33	33	100%
7	State Assembly & State Exco Division	32	32	100%
8	Menteri Besar's Office	27	27	100%
9	Internal Audit Division	14	14	100%
10	Integrity Unit	12	12	100%
	<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	445	97.37%	12	2.63%
2	I receive feedback regarding my work performance.	440	96.28%	17	3.72%
3	Communication among staff in this Division is very satisfactory.	445	97.37%	12	2.63%
4	I have enough time to complete the work given as stipulated in the client charter.	443	96.94%	14	3.06%
5	I am satisfied with the workload given to me.	441	96.50%	16	3.50%
6	I get enough monitoring and supervision from management in carrying out my work.	446	97.59%	11	2.41%
7	I have good relationships with other divisions in the Perak State Secretariat.	455	99.56%	2	0.44%
8	My welfare in the workplace is safeguarded.	448	98.03%	9	1.97%
9	There is no conflict among colleagues / management	439	96.06%	18	3.94%
10	I am satisfied with the cooperation given by my colleagues and management.	444	97.16%	13	2.84%
11	I get the support from my other colleagues.	448	98.03%	9	1.97%
12	I have confidence in the superior officers of this division.	445	97.37%	12	2.63%
13	A comfortable and safe environment helps in improving my service performance.	443	96.94%	14	3.06%
14	The facility and equipment provided in the office help smoothen my work.	442	96.72%	15	3.28%
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.	445	97.37%	12	2.63%
17	The directive on reducing the number of days for courses from 7 to 3 days is reasonable.	446	97.59%	11	2.41%
18	I feel safe performing my official duties, including duties outside the office.	445	97.37%	12	2.63%
19	I do not experience sexual harassment during work.	450	98.47%	7	1.53%
20	Flexible Working Hours gives me a lot of benefits.	454	98.91%	5	1.09%

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

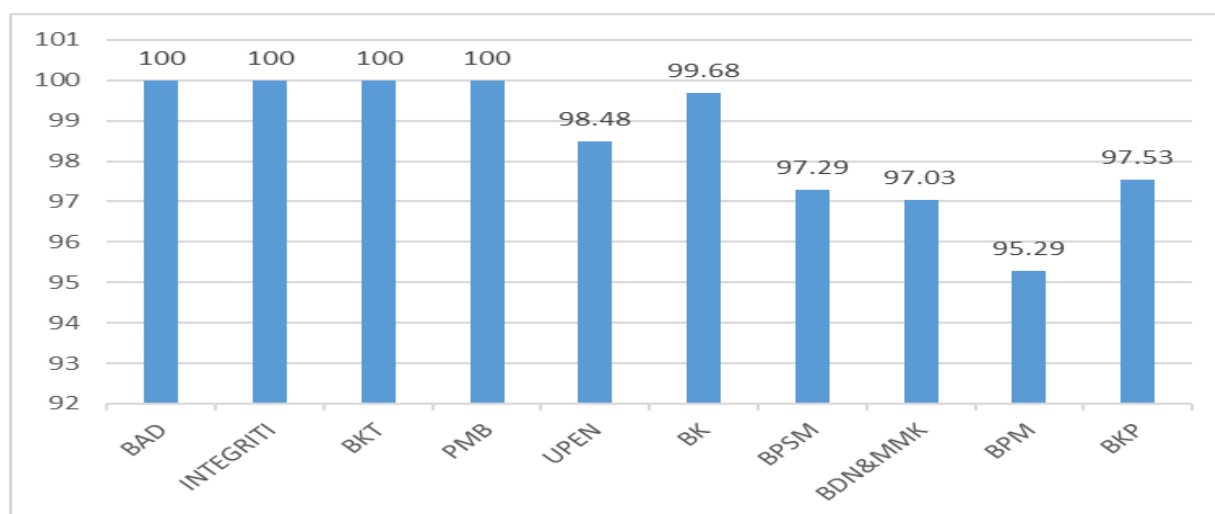


**Note:** *Peratus Kepuasan = Satisfaction Percentage*  
*No. Soalan = Question Number*

## 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 ( <b>BAD</b> )	14	14	100%	0%
2	Integrity Unit ( <b>INTEGRITI</b> )	12	12	100%	0%
3	Local Government Division ( <b>BKT</b> )	33	33	100%	0%
4	Menteri Besar's Office ( <b>PMB</b> )	27	27	100%	0%
5	State Economic Planning Unit ( <b>UPEN</b> )	46	46	98.48%	1.52%
6	Corporate Division ( <b>BK</b> )	31	31	99.68%	0.32%
7	Human Resource Management Division ( <b>BPSM</b> )	83	83	97.29%	2.71%
8	State Assembly & Exco Division ( <b>BDN&amp;MMK</b> )	32	32	97.03%	2.97%
9	Information Management Division ( <b>BPM</b> )	35	35	95.29%	4.71%
10	Management Services Division ( <b>BKP</b> )	144	144	97.53%	2.47%

### 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	45	97.83%	1	2.17%
2	HRMD	80	96.39%	3	3.61%
3	IMD	33	94.29%	2	5.71%
4	MSD	142	98.61%	2	1.39%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	12	85.71%	2	14.29%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
TOTAL		445	97.37%	12	2.63%

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

NO.	DIVISION	YES		NO	
1	SEPU	44	95.65%	2	4.35%
2	HRMD	80	96.39%	3	3.61%
3	IMD	32	91.43%	3	8.57%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	29	90.63%	3	9.38%
8	MBO	25	92.59%	2	7.41%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	11	91.67%	1	8.33%
TOTAL		440	96.28%	17	3.72%

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	81	97.59%	2	2.41%
3	IMD	35	100.00%	0	0.00%
4	MSD	139	96.53%	5	3.47%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	30	93.75%	2	6.25%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	12	85.71%	2	14.29%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
TOTAL		445	97.37%	12	2.63%

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	81	97.59%	2	2.41%
3	IMD	32	91.43%	3	8.57%
4	MSD	142	98.61%	2	1.39%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	30	90.91%	3	9.09%
7	SA & SE	30	93.75%	2	6.25%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>443</b>	<b>96.94%</b>	<b>14</b>	<b>3.06%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	44	95.65%	2	4.35%
2	HRMD	80	96.39%	3	3.61%
3	IMD	33	94.29%	2	5.71%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	31	93.94%	2	6.06%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	13	92.86%	1	7.14%
10	INTEGRITY UNIT	11	91.67%	1	8.33%
<b>TOTAL</b>		<b>441</b>	<b>96.50%</b>	<b>16</b>	<b>3.50%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	80	96.39%	3	3.61%
3	IMD	33	94.29%	2	5.71%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>446</b>	<b>97.59%</b>	<b>11</b>	<b>2.41%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	83	100.00%	0	0.00%
3	IMD	35	100.00%	0	0.00%
4	MSD	143	99.31%	1	0.69%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>455</b>	<b>99.56%</b>	<b>2</b>	<b>0.44%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	34	97.14%	1	2.86%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	25	92.59%	2	7.41%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>448</b>	<b>98.03%</b>	<b>9</b>	<b>1.97%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	33	94.29%	2	5.71%
4	MSD	137	95.14%	7	4.86%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	29	90.63%	3	9.38%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	11	78.57%	3	21.43%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>439</b>	<b>96.06%</b>	<b>18</b>	<b>3.94%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	80	96.39%	3	3.61%
3	IMD	34	97.14%	1	2.86%
4	MSD	139	96.53%	5	3.47%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	13	92.86%	1	7.14%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>444</b>	<b>97.16%</b>	<b>13</b>	<b>2.84%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	35	100.00%	0	0.00%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	32	96.97%	1	3.03%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	11	91.67%	1	8.33%
<b>TOTAL</b>		<b>448</b>	<b>98.03%</b>	<b>9</b>	<b>1.97%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	78	93.98%	5	6.02%
3	IMD	33	94.29%	2	5.71%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>445</b>	<b>97.37%</b>	<b>12</b>	<b>2.63%</b>



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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	34	97.14%	1	2.86%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	32	96.97%	1	3.03%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	23	85.19%	4	14.81%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	11	91.67%	1	8.33%
<b>TOTAL</b>		<b>443</b>	<b>96.94%</b>	<b>14</b>	<b>3.06%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	82	98.80%	1	1.20%
3	IMD	31	88.57%	4	11.43%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	30	96.77%	1	3.23%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	24	88.89%	3	11.11%
9	INTERNAL AUDIT	13	92.86%	1	7.14%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>442</b>	<b>96.72%</b>	<b>15</b>	<b>3.28%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	83	100.00%	0	0.00%
3	IMD	32	91.43%	3	8.57%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	26	96.30%	1	3.70%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<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	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	34	97.14%	1	2.86%
4	MSD	139	96.53%	5	3.47%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	32	96.97%	1	3.03%
7	SA & SE	30	93.75%	2	6.25%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>445</b>	<b>97.37%</b>	<b>12</b>	<b>2.63%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	44	95.65%	2	4.35%
2	HRMD	81	97.59%	2	2.41%
3	IMD	31	88.57%	4	11.43%
4	MSD	142	98.61%	2	1.39%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	13	92.86%	1	7.14%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>446</b>	<b>97.59%</b>	<b>11</b>	<b>2.41%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	46	100.00%	0	0.00%
2	HRMD	80	96.39%	3	3.61%
3	IMD	34	97.14%	1	2.86%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	25	92.59%	2	7.41%
9	INTERNAL AUDIT	13	92.86%	1	7.14%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>445</b>	<b>97.37%</b>	<b>12</b>	<b>2.63%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	83	100.00%	0	0.00%
3	IMD	34	97.14%	1	2.86%
4	MSD	140	97.22%	4	2.78%
5	CORPORATE	31	100.00%	0	0.00%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	31	96.88%	1	3.13%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	12	100.00%	0	0.00%
<b>TOTAL</b>		<b>450</b>	<b>98.47%</b>	<b>7</b>	<b>1.53%</b>

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

NO.	DIVISION	YES		NO	
1	SEPU	45	97.83%	1	2.17%
2	HRMD	83	100.00%	0	0.00%
3	IMD	35	100.00%	0	0.00%
4	MSD	141	97.92%	3	2.08%
5	CORPORATE	30	96.77%	1	3.23%
6	LGD	33	100.00%	0	0.00%
7	SA & SE	32	100.00%	0	0.00%
8	MBO	27	100.00%	0	0.00%
9	INTERNAL AUDIT	14	100.00%	0	0.00%
10	INTEGRITY UNIT	14	100.00%	0	0.00%
<b>TOTAL</b>		<b>454</b>	<b>98.91%</b>	<b>5</b>	<b>1.09%</b>

## 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	Increase the number of operations assistants.	INTERNAL AUDIT
2.	GOVERNANCE	Provide a more comfortable cafeteria and locate it in a more suitable compared to the current cafeteria.	SA & SE
3.	GOVERNANCE	There should be an increase in staffing in departments and units with a lot of heavy workload.	SA & SE
4.	GOVERNANCE	Some colleagues are uncooperative and unprofessional in distinguishing between work and conflict. This is because there are long-serving staff (contract) who cannot be reprimanded and uncooperative in making the Perak Sejahtera 2030 slogan a success.	SA & SE
5.	GOVERNANCE	Increase leisure activities.	MSD
6.	GOVERNANCE	No flexible working hours. I work shifts.	MSD
7.	GOVERNANCE	More tasks for drivers as they need to work overtime to cover the increasing cost of living.	MSD
8.	GOVERNANCE	Please change Cotar to T-BATON.	MSD
9.	GOVERNANCE	Take action on co-workers who neglect their work.	MSD
10.	GOVERNANCE	Cooperation in a group and not to place responsibility or burden on one division, even if we have the skills or knowledge on the matter.	MSD
11.	GOVERNANCE	Matters planned for the unit must have discussions and views from the unit concerned.	MSD
12.	GOVERNANCE	Improvements to department heads so that they are fairer and more equitable with subordinates without any feelings of favouritism or unprofessionalism.	MSD
13.	GOVERNANCE	Expand the Selendang Perak Group office, and do not allow outsiders to park in the SUK area; only cars with stickers can park in the SUK area.	MSD
14.	GOVERNANCE	Prioritise preferences and training related to work.	MSD
15.	GOVERNANCE	Prioritise strengthening of self-identity	MSD

16.	GOVERNANCE	I suggest that flexible working hours be extended to all, including operators and counter staff (e.g. come early, can go back early).	CORPORATE
17.	GOVERNANCE	Operators are not involved in flexible hours, difficult to transfer phone calls especially from 4.30pm and above. If possible, flexible hours can be used, not in tandem with the division, and also rotation.	CORPORATE
18.	GOVERNANCE	The publication, publicity and media relations unit should have a technical officer grade 41 and above.	CORPORATE
19.	GOVERNANCE	Officers must be able to accept views from subordinates.	IMD
20.	GOVERNANCE	APC be given to all, by taking turns.	IMD
21.	GOVERNANCE	Request a sliding door for the men's surau toilet on level G and enclosed walls to separate the toilet and the ablution area. This is because when taking ablution there is bad smell. It is better to have a door specially for the toilet, and a ventilator for comfort during ablution.	IMD
22.	GOVERNANCE	Practice a healthy lifestyle. Conduct light exercise activities once a week for 20-30 minutes before starting work or before going back.	IMD
23.	GOVERNANCE	Propose a cross-placement programme between Divisions to enhance knowledge and experience.	HRMD
24.	GOVERNANCE	If possible, I need a computer/pc at my own table to make it easier for me to locate files and other work matters.	HRMD
25.	GOVERNANCE	Improvement of the infrastructure and facilities at Bangunan Perak Darul Ridzuan in a comprehensive and uniform manner, especially the toilets and surau, as it involves the image and reputation of the SUK Perak Management due to its use by the members of meetings and programmes from various state and federal departments, as well as the public.	HRMD
26.	GOVERNANCE	The harmony and joy of working in HRMD was destroyed because the KPSU (PO) created a sentiment of hatred among the staff against them, which unwittingly was caused by them. Employees can complete tasks if the instructions given are clear, professional and not emotional. It's not wrong to be emotional but don't vent it on the staff for personal problems. It is true to say "if there is a problem wherever you go, then that person is the problem". It will be difficult to get the	HRMD

		cooperation of staff and officer like them. Some have anxiety, revenge, depression and fainting spells dealing with them. Please investigate, restore our work spirit.	
27.	GOVERNANCE	I hope that the KPSU(PO) can improve themselves now and in the future to become a boss who is more empathetic and sympathetic to the staff in HRMD, instead of ruling HRMD like a dictator. This is due to many staff complaining among themselves as they do not like the attitude of the officer. The KPSU(PO) has a hard time accepting the staff's opinions, only their views are correct and indirectly tarnishes the Department's image due to unrealistic ideas. It is requested that the top management advise them or transfer them to a more suitable department.	HRMD
28.	GOVERNANCE	Management must provide sufficient facilities and equipment to employees so that all tasks can be carried out smoothly.	MBO
29.	GOVERNANCE	Kindly simplify the PERINTIS absorption process to become a staff.	MBO
30.	GOVERNANCE	Request for review of the restriction on OT 1/3 salary as it is not compatible with the increasingly pressing economic situation, especially for civil servants grade N19 and below, where the OT money is to cover their monthly expenses. It is unreasonable to convert to leave that is only valid for 3 months, and they already have their leave, they do this OT to get more money, not replaced by leave.	MBO
31.	GOVERNANCE	Increase overtime rates	MBO
32.	GOVERNANCE	Please improve the women's prayer room on level G near the banquet hall. There is no air conditioning in this prayer room. Kindly provide a long mirror for the convenience of putting on a tudung.	MBO
33.	GOVERNANCE	All departments have shortcomings or conflicts in the office that cannot be avoided, but the leader needs to play a role by being unbiased, professional and manage them accordingly.	INTEGRITY
34.	GOVERNANCE	Create a gymnasium in the SUK building.	INTEGRITY
35.	GOVERNANCE	Request for grades 44 & 48 to give clear work directives to subordinates and to sit down and discuss first to solve problems and proper planning, not just wanting answers and only knowing the final results without generating ideas.	SEPU

36.	GOVERNANCE	Comprehensive staffing structuring taking into account the current workload.	SEPU
37.	GOVERNANCE	Increase the hotel rental rates for drivers.	SEPU
38.	GOVERNANCE	Have more comprehensive and high-impact courses such as Neuro Linguistic Programming (NLP).	SEPU

## 7. DATA ANALYSIS

Based on the results of the study, it was found that the employee satisfaction level at the Perak State Secretariat reached **97.24%**. However, there was a dissatisfaction level of **2.76%**.

The findings of the employee satisfaction level graph analysis according to the questions showed that Question 7 has the highest percentage of employees who answered 'YES' compared to other questions. However, there were questions that recorded a high number of 'NO', e.g. question 9. The employees in the Perak State Secretariat building mostly disagreed that there were no conflicts among colleagues / management.

The achievement graph of employee satisfaction levels by department showed 4 departments attained 100% employee satisfaction levels where the employees in these departments were satisfied with all the questions given. However, the State Assembly and Exco division and the Information Management Division recorded the lowest satisfaction level, answering 'NO' for most questions.

## 8. SUMMARY

Overall, this survey has recorded the employee satisfaction level in the Perak State Secretariat at **97.48 percent (%)**. The employee satisfaction level based on the divisions / departments is in the range of 100 percent (%) to 97.00 percent (%). From the data obtained based on the survey questions, the low satisfaction level at **96.06 percent (%)** is related to the question on there is no conflict among colleagues / management. 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; thus ensuring the administration's service delivery system is at the excellent level.