

## PERCEPTION OF MELAKA TENGAH HEALTH STAFF REGARDING PAY MOVEMENT IN THE NEW REMUNERATION SYSTEM IN MELAKA, MARCH 1996

### PERSEPSI KAKITANGAN KESIHATAN MELAKA TENGAH MENGENAI PERGERAKAN GAJI DI DALAM SISTEM SARAN BARU DI MELAKA PADA MAC 1996

*Siti Zubaidah Abd Rahman, Raja Jamaluddin Raja Abd. Majid*

#### ABSTRACT

The New Remuneration system (NRS) has been implemented since 1992 to enable the public service to expand parallel to the reform in personnel function in a dynamic management climate. The philosophy of the NRS is to produce government employees whom can be assessed and rewarded on merit. A cross sectional survey was carried out in March 1996 among Melaka Tengah Health personnel to study staff perception of merit pay in the New Remuneration System and to assess its association to job motivation and satisfaction. A total of 261 respondent or 87.0% health personnel took part in the survey by returning a self administered questionnaire. Only 37.2% of respondents had positive perception regarding their pay movement compared to 62.8% who had negative perception. Ninety-eight percent of respondents had high level of motivation and 93.1 % had high level of job satisfaction. The factors in the NRS that is the new assessment system (SBPP), matrix pay system, quota system, performance pay and the role of the panel for the coordination of assessment and pay movement (PPG) were shown to have a significant association ( $p < 0.05$ ) with respondent perception on the pay movements whereby respondents with a more positive perception of these factors were shown to have a more positive perception about their pay movement. There was also a significant association ( $p < 0.05$ ) between job motivation and job satisfaction to staff perception about their pay movements. This study showed that respondents with positive perception about their pay movement will also have high job motivation and satisfaction. Job motivation was also shown to be linked to job satisfaction significantly whereby respondents with higher level of motivation were noted to have a higher level of job satisfaction and vice versa. There was a significant ( $p < 0.05$ ) difference in perception of pay movement with monthly income of respondent. Respondents with monthly income of RM 1000 and above was shown to have a more negative perception compared to those earning below RM 1000. There was significant ( $p < 0.05$ ) difference in motivation level with sex, monthly income, service category and educational level of respondent. It was shown that women, those with monthly income of RM 1000 and above, were from management and support group one' and those with education level of SPM and above had a higher level of motivation. There was also significant ( $p < 0.05$ ) difference in job satisfaction level with sex of respondent whereby women was shown to have a higher level of job satisfaction compared to men. Problems with acceptance of the quota and matrix system was shown to be present. The implementation of the new assessment format was also identified as problematic. This study hopes to help managers identify and improve weaknesses in the assessment format and provoke a review of the matrix and quota system in deciding pay movement.

#### ABSTRAK

*Sistem Saran Baru (SSB) telah dikuatkuasakan sejak tahun 1992 bagi membolehkan perkhidmatan awam berkembang sejajar dengan perubahan fungsi personel di dalam suasana pengurusan yang dinamik. Falsafah SSB adalah bertujuan melahirkan anggota awam yang boleh dinilai prestasi dan pencapaiannya melalui sistem baru penilaian prestasi dan diberi ganjaran pergerakan gaji mengikut merit. Satu kajian keratan rentas telah dijalankan di Melaka Tengah, Melaka pada bulan Mac 1996 bagi mengkaji persepsi kakitangan kesihatan Melaka Tengah mengenai pergerakan gaji dan melihat sejauh mana ia berhubungan dengan motivasi dan kepuasan kerja. Seramai 261 responden atau 87.0% kakitangan kesihatan telah menyertai kajian ini dengan mengisi borang soal selidik isi sendiri. Hanya seramai 37.2% responden mempunyai persepsi yang positif berbanding 62.8% yang mempunyai persepsi negatif mengenai cara pergerakan gaji mereka di dalam SSB. Seramai 98.1% responden mempunyai tahap motivasi yang tinggi dan 93.1 % mempunyai tahap kepuasan kerja yang tinggi. Eaktor-faktor di dalam SSB iaitu sistem baru penilaian prestasi, sistem gaji matrik, sistem kuota, peranan panel penyelarass penilaian prestasi dan pergerakan gaji dan gaji prestasi menunjukkan hubungan terus yang bererti ( $p < 0.05$ ) dengan persepsi pergerakan gaji kakitangan. Didapati bahawa mereka yang mempunyai pandangan yang positif tentang faktor-faktor ini akan mempunyai persepsi positif mengenai pergerakan gaji mereka dan sebaliknya. Terdapat hubungan yang bererti ( $p < 0.05$ ) antara persepsi kakitangan dengan pencapaian motivasi dan kepuasan kerja. Kajian menunjukkan bahawa responden yang berpersepsi positif akan mencapai tahap motivasi yang tinggi dan juga tahap kepuasan kerja yang tinggi. Pencapaian tahap motivasi juga mempunyai hubungan yang bererti ( $p < 0.05$ ) dengan pencapaian kepuasan kerja dimana responden yang bermotivasi tinggi mendapat kepuasan kerja yang tinggi dan sebaliknya. Terdapat perbezaan yang bererti ( $p < 0.05$ ) antara tahap persepsi pergerakan gaji dengan pendapatan bulanan responden dimana persepsi responden yang berpendapatan RM 1000 ke atas adalah lebih negatif berbanding dengan responden yang berpendapatan kurang RM 1000. Terdapat perbezaan yang bererti ( $p < 0.05$ ) antara tahap motivasi mengikut jantina, pendapatan, kumpulan perkhidmatan dan taraf pendidikan responden. Didapati bahawa responden wanita, mereka yang berpendapatan RM 1000 ke atas, mereka yang berpendidikan SPM ke atas dan mereka dari kumpulan pengurusan dan, sokongan I mempunyai tahap motivasi yang lebih tinggi berbanding mereka dengan cm sebaliknya. Terdapat hubungan yang bererti ( $p < 0.05$ ) antara tahap kepuasan mengikut jantina responden dimana responden wanita didapati tahap kepuasan kerja yang lebih tinggi berbanding responden lelaki. Masih terdapat masalah di dalam penerimaan sistem kuota dan sistem gaji matrik. Implementasi sistem penilaian prestasi juga dikenalpasti sebagai bermasalah. Kajian ini diharap dapat membantu pihak pengurusan memperbaiki implementasi sistem penilaian prestasi dan mengkaji semula sistem gaji matrik dan sistem kuota yang sedia ada.*