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### Kesediaan Pegawai Awam Melakukan Perubahan Dan Transformasi Diri

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*This paper presents the results of the readiness of public servants to transform, the level for transformation and the factors that prevent the transformation. This study also reviews the understanding of public servant on the concept of transformation. Data were collected using a questionnaire adapted from Prochaska, et. al., (1992) and Prochaska, et. al., (1994) by including the term "transformation". The study involved 213 respondents from various ministries and government departments. Results showed that the overall readiness to transform is at moderate to high level. Majority of respondents were located at the "contemplation" and "action" stage for transformation. The main factor that was identified to prevent the transformation is the knowledge owned by the respondent. The respondents also have high level of understanding about the concept of transformation and mind change.*

### Gaya Dan Kecepatan Membuat Keputusan Penjawat Awam

Ruziati Mior Ahamad Ariffin, Ph.D  
Fatimah Hanum Mohamad Hajari  
Jabatan Perkhidmatan Awam Malaysia

*This research studies the style of decision making and factors affecting speed decision making amongst government servants. It was done on 215 respondents from various government agencies. A set of questionnaires to measure style of decision making and hindering factors in speed decision was used in the survey. The questions for style of decision making were adapted from The Melbourne Decision Making Questionnaire by Mann, Burnett and Radford (1997). Questionnaires on hindering factors of speed decision was developed by researchers. The results*

*found that internal consistency of the questionnaires was 0.833. and Vigilance was chosen as style of decision making by 94. 9% of the respondents and 90% respondents chose work systems as hindering factor of speed decision. Analysis also found most respondents will make speed decision under conditions such as; tasks are easy to do, tasks with minor risks, tasks with past experiences doing and tasks come with power.*

### **Factors Of Leadership Behavior: An Investigation On Mosque Leaders At Kedah Darul Aman**

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Abdullah Haji Abdul Ghani  
Universiti Utara Malaysia

*Kajian ini mengkaji pengaruh ciri-ciri kepimpinan terhadap gelagat kepimpinan dalam kalangan para pemimpin masjid di Kedah Darul Aman. Kemampuan kognitif umum, personaliti, dan sifat keagamaan dihipotesiskan sebagai ciri-ciri kepimpinan asas. Sementara itu, pengalaman memimpin dan motivasi untuk memimpin (MTL) dihipotesiskan sebagai ciri-ciri kepimpinan perantara. Selain daripada itu, autonomi kerja dihipotesiskan sebagai konstruk penyederhana terhadap perhubungan di antara ciri-ciri kepimpinan dan gelagat kepimpinan. Satu set kertas soal-selidik berstruktur telah diedarkan kepada 30 imam di kawasan Kubang Pasu, Kedah Darul Aman. Menerusi analisis regresi berperingkat, ciri-ciri kepimpinan imam ditemui mempunyai 60.6% varian terhadap gelagat kepimpinan imam dengan personaliti (ekstravert) sebagai ciri kepimpinan paling signifikan. Selain daripada itu, motivasi untuk memimpin (identiti afektif) juga menunjukkan kebarangkalian untuk mempengaruhi gelagat kepimpinan imam. Kajian ini juga menemui, autonomi kerja menyederhana perhubungan di antara ciri-ciri kepimpinan dan gelagat kepimpinan imam secara signifikan. Secara keseluruhan, kajian menemui MTL (identiti afektif) mempunyai pengaruh sebagai konstruk perantara terhadap perhubungan di antara pembolehubah asas dengan gelagat kepimpinan secara separa. Oleh itu, kajian ini menemui sokongan minimal terhadap model pengaruh ciri-ciri kepimpinan asas kepada gelagat kepimpinan adalah didokong oleh ciri-ciri kepimpinan perantara. Selain daripada itu, kajian ini menemui sokongan penuh terhadap model pengaruh ciri-ciri kepimpinan terhadap gelagat kepimpinan imam adalah disederhanakan oleh pembolehubah autonomi kerja.*

### **Ujian Personaliti Sebagai Peramal Pemilihan Pekerja Dalam Sektor Awam**

Fatimah Wati Halim  
Iran Herman  
Universiti Kebangsaan Malaysia

Arifin Zainal  
Universiti Terbuka Malaysia

*The number of job seekers among local graduate at the public sector are increasing every year. The academic qualification and cognitive abilities used as a predictors in a selection process need to be revised. This paper attempts to highlight how the personality tests can be used as a comprehensive measure, reliable and a valid predictor in a selection processes at the public sector. The background of the personality tests and the validity of the personality model as a predictor of work performance are presented in the early chapter. The paper also discusses*

*the matching of the personality traits and the type of jobs and the Ideal Global Personality Profile in the selection processes at the public sectors. The model of Ideal Global Personality Profile and the 15 main personality traits are measured using the Sixteen Personality Factors by Cartell (1993). The paper also presented the research findings to show that the personality tests have been proven as a comprehensive measure, reliable and a valid predictor for the future work performance. In conclusion, the personality tests is recommended to be used widely in the selection prosesess at the private sector.*

### **Pengaruh Kepuasan Kerja Ke Atas Hubungan Di Antara Personaliti Dan Tingkah Laku Kerja Tidak Produktif Dalam Kalangan Kakitangan Universiti Malaysia Sabah**

Ismail Maakip  
Alfred Chan Huan Zhi  
Peter Voo Su Kiong  
Krishnaveni Achebabu  
Universiti Malaysia Sabah

*The purpose of this study was to investigate the effect of job satisfaction on the relationship of personality and counterproductive work behavior among Universiti Malaysia Sabah employees. This study was conducted on 150 staff of Universiti Malaysia Sabah from different sections in the university work force. The data were analyzed by using Pearson correlation and simple regression method. The finding revealed that job satisfaction influence the relationship of personality and counterproductive work behavior ( $R^2=0.049$ ). The result also demonstrated that there was a significant relationship between job satisfaction and personality ( $r =0.16$ ). In addition, the present study also shows that there was a significant association between job satisfaction and counterproductive work behaviour ( $r= 0.19$ ). Finally, the finding also confirmed that there was a significant correlation between personality and counterproductive work behavior ( $r=0.27$ ). The results implied that the usage of personality or psychological tests should be welcome in screening workers in order to get the best from the rest.*

### **Budaya Kreativiti: Satu Tinjauan Dalam Kalangan Pegawai Perkhidmatan Awam**

Fatimah Hanum Mohamad Hajari  
Nordin Yusoff  
Jabatan Perkhidmatan Awam Malaysia

*This study aimed to determine the level of creativity among civil servants, factors that can affect creativity and the appropriate time that can generate creative ideas. The studies using questionnaires designed by researchers based on past studies in accordance with the objectives of the study. A total of 450 questionnaires distributed to respondents and 50% or 225 of the questionnaires were returned. The respondents are civil servants from various ministries and departments selected by means of convenience sampling. Results showed that majority of the respondents have medium level of creativity. Among the creative aspects assessed in this study are the ability to “think about alternative solutions when individuals have a problem”, “give ideas in the discussion”, “using a variety of ways to solve problems,” “love to do new things” and “make a change in the way of working”. This study found that personal attribute is the main factor affecting creativity of civil servants. Respondents indicated that informal discussions, readings and resting are the times when they can generate creative ideas. They also indicated that the best time of the day that creative ideas emerged is in the morning.*

## **Emotional Competence, Hardiness And Burnout: The Influence On The Workers Absenteeism At Work**

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Chua Bee Seok, Ph.D  
Universiti Malaysia Sabah

*Tujuan kajian adalah untuk mengkaji pengaruh kecekapan emosi (iaitu, kemahiran sosial, kesedaran kendiri, kesedaran sosial dan pengurusan kendiri) dan 'burnout' (iaitu, keletihan emosi, depersonalisasi dan pencapaian personal) terhadap ketidakhadiran di tempat kerja. Model yang sama juga diuji terhadap pekerja mengikut tret ketahanan. Kajian ini dijalankan ke atas 109 orang pekerja. Alat kajian yang digunakan merangkumi Emotional Competency Inventor, Maslach Burnout Inventory dan Personal Views Survey III. Keputusan kajian menunjukkan ketiga-tiga aspek 'burnout' menyumbang sebanyak 7.1% daripada varians ketidakhadiran di tempat kerja dan hanya pencapaian personal memberi sumbangan negatif yang signifikan terhadap kekerapan ketidakhadiran di tempat kerja. Manakala, empat aspek kecekapan emosi menerangkan sebanyak 13.3% daripada varians dalam kekerapan ketidakhadiran di tempat kerja dan hanya aspek kesedaran sosial memberi sumbangan negatif yang signifikan terhadap kekerapan ketidakhadiran pekerja. Apabila diambil kira tret ketahanan, didapati pencapaian personal merupakan peramal kepada ketidakhadiran di tempat kerja bagi subjek yang rendah ketahanan kendiri sementara keletihan emosi (emotional exhaustion) merupakan peramal signifikan kepada ketidakhadiran pekerja bagi pekerja yang mempunyai ketahanan kendiri yang tinggi. Keputusan kajian juga menunjukkan pembolehubah kesedaran sosial tidak lagi memainkan peranan sebagai peramal kepada ketidakhadiran pekerja apabila tret ketahanan diambil kira.*

## **Hubungan Keadilan Organisasi Dengan Tingkah Laku Kewargaan Organisasi: Timbal Balas Ketua-Ahli Sebagai Mediator**

Abdul Jalil Hassan  
Pelajar Ijazah Kedoktoran  
Universiti Kebangsaan Malaysia

*This study focused on the relationship between organizational justice and organizational citizenship behaviour among members of the public service. The aim was to identify the relationship of organizational justice in promoting the citizenship behaviour by examining the role of leader-member exchange as its potential mediator. The results and their implications indicated that organizational justice through distributive justice has significant relation with the altruism dimension. Whilst interactional justice, has significant relation with the dimensions of conscientiousness, courtesy and civic virtues. Leader-member exchange did not act as a mediator in the relationship between organizational justice and organizational citizenship behaviour. Nevertheless, depending on the type of justice and dimensions of organizational citizenship behaviour, leader-member exchange was an absolute mediator in the relationship between interactional justice and civic virtues.*

## **Conflict Resolution Among Personnel In The Ministry Of Domestic Trade, Cooperative And Consumerism**

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*Tujuan kajian adalah untuk mengkaji pengurusan konflik dalam kalangan penjawat awam di Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan (KPDNKK) yang memfokuskan kepada lima jenis konflik iaitu kompromi, akomodasi, memaksa, mengelak dan kolaborasi. Penyelidikan ini menggunakan kaedah tinjauan untuk mengkaji pengurusan konflik yang melibatkan sampel seramai 100 penjawat awam di KPDNKK. Berdasarkan kajian, didapati responden cenderung memilih kolaborasi ketika konflik berlaku. Namun, responden cenderung memilih kompromi setelah konflik tidak dapat diselesaikan. Tidak terdapat perbezaan pengurusan konflik yang signifikan antara pegawai dalam aspek kumpulan perkhidmatan dan jantina. Dalam kumpulan perkhidmatan iaitu Pengurusan Tertinggi, Pengurusan & Profesional, Sokongan I dan Sokongan II, cenderung menggunakan kaedah jenis kolaborasi pada peringkat awal konflik. Sebaliknya, setelah konflik tidak diselesaikan, Sokongan I lebih cenderung memilih kolaborasi, Pengurusan & Profesional dan Sokongan II memilih kompromi, dan Pengurusan Tertinggi cenderung memilih jenis memaksa. Oleh itu, konflik tidak dapat dielakkan melingkari kumpulan perkhidmatan dan jantina.*

### **Sumber Stres, Daya Tindak Dan Stres Dalam Kalangan Jururawat U29 Semasa Mengiringi Perpindahan Pesakit Kritikal**

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Hospital Labuan  
Ferlis Bullare @ Bahari  
Universiti Malaysia Sabah

*The purpose of this study is to determine and investigate whether there is a significant corelation between the stressor, coping mechanism and stress among nurses (U29) while transporting critically ill patient in Labuan Hospital. A sample of 80 respondents among nurses U29 from Labuan Hospital were selected to participate in this study. The research instrument used was a set of questionnaires formulated by the researcher under the supervision of a supervisor and has undergone the face validity, content validity and reliability tests. Each data was analysed using the SPSS version 17.0. Descriptive statistics analysis including frequency, percentage, mean and standard deviation were used to analyse the demographic data, stressor, coping mechanism and stress among the nurses. The Internal Consistency Reliability of the instrument was measured using the Cronbach alpha meanwhile the Pearson Correlation was used to identify and determine the correlation between stressor, coping mechanism and stress among the nurses. Research finding shows that the level of stress among the nurses are moderate. The main stressor which contributes to stress among the nurses is inexperienced medical officer escorting the critically ill patient, the patient's critical and unstable condition, long distance and long period of time, own expenditure prior to maing claims which include meals, accomodations and taxi fare, the mode of transportation and so on. The obtained result revealed a significant relationship between the stressor and stress faced by nurses U29 in transporting critically ill patient out from Labuan Hospital. Finally, this research finding also shows that there is no significant relationship between the working experience, age, number of children, working hours in a week and coping mechanism with stress among nurses U29 while transporting critically ill patient in Labuan Hospital.*

### **Refleksi Perasaan: Kajian Kes Dalam Kalangan Kaunselor Pelatih Di sebuah Universiti Di Malaysia**

Hardianaema Ribu  
Zuria Mahmud

Universiti Kebangsaan Malaysia.

*This study was conducted to identify the skills “reflection of feelings” (ROF) among counselor trainees at one of the universities in Malaysia. This study used qualitative methods by interviewing the counselors and observing the counselling sessions. Analysis of data were done using verbatim based on the two main themes of the study; characteristics of statements often used in making the correct ROF and the combination of ROF with other counseling skills. The study found that the respondents have the skills of ROF but not fully applied during counseling sessions. The respondents were also having problems determining whether the statements used were ROF or not. Based on the findings, it is important that the ROF skills be enhanced among the counselor trainees and proper trainings should be done to increase their ability to use the skills correctly and thus confidently conduct the counseling sessions.*

**Perbandingan Kaunseling Kelompok Profesional Dengan Sistem Bahagian Dalam Organisasi Tentera Laut Diraja Malaysia (TLDM)**

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Noriah Mohd. Ishak, Ph.D  
Universiti Kebangsaan Malaysia

*This study had been conducted to describe the similarities in terms of guiding principles shared by both practices being compared. While group counseling is considered as one of the fundamental practices in professional counselling field, the divisional system has been long accepted as a human resource management tool in naval forces all over the world, including in our local organisation of the Royal Malaysian Navy (RMN). Other than thoroughly comparing distinctive features between the two practices, this paper is also critically evaluating the common limitations or challenges faced by the two systems; hence, suggesting some points in group counseling approach that might be considered in order to enhance the practice of naval divisional system, particularly in the local context.*

**Tingkah Laku Kerja Tidak Produktif: Tinjauan Ke Atas Organisasi Perkhidmatan Awam Wilayah Persekutuan Kuala Lumpur Dan Putrajaya**

Badrul Hisham Abu Hani  
Christopher Abas  
Jabatan Perkhidmatan Awam Malaysia

*This study was aimed at evaluating the perception of the public service employees towards the practice of counterproductive work behaviour within the civil service organizations. It was also aimed at finding the reliability and validity of the Counterproductive Work Behavior Scale that had been developed by the Psychology Management Division, Public Service Department Malaysia for organizational diagnosis purposes. This study involved 1858 respondents from various ministries, departments and government agencies in Putrajaya and Kuala Lumpur. The data collection was done online and analysed using IBM Statistical Package Analysis (SPSS) version 19. The findings of this study showed that the public service employees observed that there are counterproductive work behaviors in the organization. Hence, this study showed the reliability of the scale with high internal consistency. The factor analysis of this scale showed the total variance explained was 65.37% of the total counterproductive work behavior in organization.*