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**THE INFLUENCE OF WORKERS'
COMPETENCIES ON JOB PERFORMANCE
OF ROYAL MALAYSIAN CUSTOMS
DEPARTMENT**

TAI LEE MING

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
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**THE INFLUENCE OF WORKERS'
COMPETENCIES ON JOB PERFORMANCE
OF ROYAL MALAYSIAN CUSTOMS
DEPARTMENT**

By

TAI LEE MING

**Thesis Submitted to the Centre for
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OTHMAN YEOP ABDULLAH
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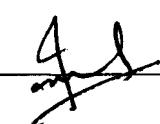
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ABSTRAK

Kajian ini menyelidik mengenai hubungan di antara lima lima aspek kompetensi dan prestasi kerja menyeluruh di kalangan pegawai kastam di Jabatan Kastam Diraja Malaysia, Wilayah Persekutuan, Kuala Lumpur. Objectif utama kajian ini ialah (i) mengenalpasti tahap kemahiran (aspek daripada kemahiran perorangan, kemahiran perancangan dan pengorganisasian, kemahiran menyelesaikan masalah, kemahiran membuat keputusan dan kemahiran berkomunikasi) dan prestasi kerja menyeluruh dan (iii) mengenalpasti samada faktor-faktor demografi mempengaruhi prestasi kerja.

Responden kajian yang diperolehi adalah terdiri daripada 90 pegawai kastam yang bertugas di Jabatan Kastam Diraja Malaysia, Kelana Jaya, Wilayah Persekutuan Kuala Lumpur. Data-data telah dianalisis menggunakan perisian SPSS versi 17. Ujian pekali korelasi Pearson, ujian regresi berganda dan ujian ANOVA telah dilaksanakan untuk mendapatkan jawapan ke atas objetif kajian ini. Hasil ujian korelasi mendapati bahawa hanya perhubungan yang signifikan dan di antara kemahiran membuat keputusan terhadap prestasi kerja. Namun demikian, ujian regresi berganda mendapati prestasi kerja adalah signifikan dan dapat dipengaruhi oleh dimensi iaitu kemahiran perorangan, kemahiran membuat keputusan dan kemahiran berkomunikasi. Ianya juga menjadi bukti bahawa cirHasil ujian ANOVA pula menunjukkan tiada perbezaan yang signifikan dalam prestasi kerja berdasarkan elemen-elemen demografi iaitu jantina, umur, gred jawatan dan tempoh masa perkhidmatan adalah tidak signifikan dalam mempengaruhi bagaimana tugas pegawai kastam dijalankan terhadap prestasi kerja menyeluruh.

ABSTRACT

The study investigated the relationship between five facets of competency and the overall job performance among Royal Malaysian Customs Officers. The main objectives of the study were; (i) to identify the general level of competency among Royal Malaysian Customs Officers; (ii) to examine the relationship between five dimensions of competency (aspects of interpersonal skills, planning and organizing skills, problem solving skills, decision making skills and communication skills) and overall job performance and; (iii) to assess the influence of demographic factors on job performance.

The required data were gathered from 90 Customs officers attached at Royal Malaysian Customs Department Kelana Jaya, Wilayah Persekutuan. Data were analyzed using Statistical Package for Social Science (SPSS) version 17. The tests conducted were Pearson's Correlation, multiple regression, t-test and one-way ANOVA were carried out in answering the objectives of the research. The Pearson's Correlation showed that only competency of decision making skills was correlated to overall job performance. However, multiple regression tests showed that Job Performance was significantly influenced by the dimensions of interpersonal skills, decision making skills and communication skills. It was also evidenced that demographic elements, namely gender, age group, job position and length of service did not statistically significant in influencing the ways of customs officers perceived on overall job performance.

DEDICATIONS

I would like to thank my family: My husband, Yap Ling Fong for being with me throughout the production of this project paper, my sons, Desmond Yap Yee Wern and Darren Yap Yee Shern for their continuous support and encouragement.

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CHAPTER ONE

INTRODUCTION

1.1 General Overview

Developing human capital involves the recognition of the employee competencies and its relationship to their job performance. This implies that the functions of Human Resource Division in any organization have become more difficult and the human resource people should be familiar about the competencies needed by the employees to avoid conducting ineffective work performance (Buckle & Caple, 2000). Organization should have the ability to adapt the changing of environment and sensitive of the constant changes in working life which believed has strong demands on the occupational competence and qualification of the workforce (Ellstrom, 1997; Hanno et al., 2000). Thus, organization has to develop a more proper way of its human resources to sustain and develop the quality of products and services. Therefore, it is important in recognizing the right competencies employees should have and develop competent people to handle functions and responsibilities.

According to Carretta (1992), employee can be described as competent when they are good in performing their task, based on the competency modeling. Organizations can use competency based approach on the individual's abilities in the competencies required for success in their role and helped them to improve their human resource management systems, including training and performance improvements. (United Nations Industrial Development Organization, 2002). In

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