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

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**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**

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OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS  
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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 pembuat 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 regrasi berganda dan ujian ANOVA telah dilaksanakan untuk mendapatkan jawapan ke atas objektif kajian ini. Hasil ujian korelasi mendapati bahawa hanya perhubungan yang signifikan dan di antara kemahiran membuat keputusan terhadap prestasi kerja. Namun demikian, ujian regrasi berganda mendapati prestasi kerja adalah signifikan dan dapat dipengaruhi oleh dimensi iaitu kemahiran perorangan, kemahiran membuat keputusan dan kemahiran berkomunikasi. Ianya juga menjadi bukt 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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<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGE</b>
	PERMISSION TO USE	i
	ABSTRACT	ii
	DEDICATIONS	iv
	ACKNOWLEDGEMENT	v
	TABLE OF CONTENTS	vi
	LIST OF TABLES	x
	LIST OF FIGURES	xii

## **CHAPTER ONE                      INTRODUCTION**

1.1	General overview	1
1.2	Overview of Royal Malaysian Customs department	4
1.3	Background of the research	6
1.4	Problem statement	6
1.5	Research questions	10
1.6	Research objectives	11
1.7	Scope of research	11
1.8	Significant of research	12
1.9	Summary of chapter one	13

## **CHAPTER TWO                      LITERATURE REVIEW**

2.1	Introduction	14
2.2	Concept of Competency	14

2.3	Job performance	23
2.4	Interpersonal skills and job performance	25
2.5	Planning and organizing skills and job performance	27
2.6	Problem solving skills and job performance	29
2.7	Decision making skills and job performance	31
2.8	Communications skills and job performance	33
2.9	Summary of chapter two	35

### **CHAPTER THREE                      RESEARCH METHODOLOGY**

3.1	Introduction	36
3.2	Theoretical framework	36
3.3	Hypotheses	36
3.4	Research design	37
3.5	Research site, population and sampling	37
3.6	Research instrument	37
3.7	Realibility testing	40
	3.7.1 Pilot study	40
3.8	Data collection	42
3.9	Data analysis techniques	42
	3.9.1 Descriptive analysis	42
	3.9.2 Inferential statistics	43
	3.9.2.1 Correlation analysis	43
	3.9.2.2 Multiple regression	44

3.9.2.3	One way ANOVA analysis/independent sample T-test	45
3.10	Summary of hypotheses tests	46
3.11	Limitations	46
3.12	Summary of chapter three	47

## **CHAPTER FOUR                      RESEARCH FINDINGS**

4.1	Introduction	48
4.2	Rate of response	48
4.3	Demographic profile of respondents	48
4.4	Analysis of mean and standard deviation	51
4.4.1	Communication skills	54
4.4.2	Decision making skills	55
4.4.3	Interpersonal skills	55
4.4.4	Planning and organizing skills	57
4.4.5	Problem solving skills	58
4.4.6	Overall job performance	59
4.5	The influence of demographic elements on overall Job performance	59
4.5.1	Comparing the mean score on overall Job performance with gender	60
4.5.2	Equality of means in overall job performance With age groups	61
4.5.3	Equality of means in overall job performance across job level (position)	63
4.5.4	Equality of means in overall job performance	

	across length of service	64
4.6	Relationships between dimensions of competency and overall job performance	66
4.6.1	Hypothesis testing	67
4.7	Summary of results on the test	71
4.8	Summary of chapter four	72
<b>CHAPTER FIVE</b>	<b>DISCUSSION AND CONCLUSION</b>	
5.1	Introduction	73
5.2	Discussion	73
5.2.1	To identify the general level of Job performance among Royal Malaysian Customs Department officers.	73
5.2.2	To examine the relationship between five dimensions (interpersonal skills, planning and organizing skills, problem solving skills, decision making skills and communication skills) and job performance	74
5.2.3	To assess the influence of demographic factors on job performance	75
5.3	Conclusion	76
5.4	Recommendation	76
5.4.1	Implication to the management	76
5.4.2	Implication for future research	77
	References	79
	Appendix “A” letter and survey questionnaire	87

## LIST OF TABLES

TABLE	PAGE
Table 1.1      Number of complaints received by Public Complaints Bureau	8
Table 3.1      Pearson's r Indices of Correlation	44
Table 3.2      Linear Regression Equation	45
Table 3.3      Statistical analyses	46
Table 4.1      Respondents' Background (N = 90)	49
Table 4.2      Mean Score and Std. Deviation for Variables (N=90)	53
Table 4.3      Mean for overall perception of Job Performance level with Gender (N=90)	60
Table 4.4(a)    Mean for Overall Job Performance with Age Group (N=90)	61
Table 4.4(b)    Descriptive Group Statistics with One-Way Analysis of Variance Comparing Overall Job Performance across Age Groups (N=90)	62
Table 4.4(c)    One-Way Analysis of Variance Table Comparing Overall Job Performance across Age (N=90)	62
Table 4.5(a)    Respondents Job Level – Group Statistics	63
Table 4.5(b)    Mean for overall perception of Job Performance levels with job level (N=90)	63
Table 4.6(a)    Mean for Overall Job Performance with Length of Service (N=90)	65
Table 4.6(b)    Descriptive Group Statistics with One-Way Analysis of Variance Comparing Overall Job Performance across Length of Service (N=90)	65
Table 4.6(c)    One-Way Analysis of Variance Table Comparing Overall Job Performance across Length of Service (N=90)	65
Table 4.7      Results of Pearson Correlation analysis for Variables	66
Table 4.8      The Relative Strength of Relationship between elements of Competency with overall Job Performance	68

Table 4.9	Regression result on job performance	70
Table 4.10	Summary of hypothesis results	71

# **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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