

**THE INFLUENCE OF COMPETENCIES ON JOB
PERFORMANCE AMONG VETERINARY
EXTENSIONISTS IN THE DEPARTMENT OF
VETERINARY SERVICES MALAYSIA**

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MASTER OF SCIENCE (MANAGEMENT)

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VETERINARY SERVICES MALAYSIA**

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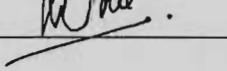
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ABSTRACT

This study was conducted to investigate the influence of competencies (technical, communication and program development) on job performance among veterinary extensionists in the Department of Veterinary Services (DVS) Malaysia. A total of 188 respondents were involved in this survey. The questionnaire has 47 items and used a five point Likert scale. Each hypothesis was tested using Statistics Package for Social Science (SPSS) version 16. The data were analyzed using descriptive analysis and inferential analysis namely; t-test, one way ANOVA, correlation and regression. The results of the study showed that there are significant differences in job performance based on gender, age groups, experience and job placement except for job grade and education level. The study also found that competencies accounted for 71.0% of the variation in the veterinary extensionists' job performance. Communication competency is the best determinant followed by program planning competency and technical competency. Meanwhile, the program implementation competency and program evaluation competency showed no significant effect on job performance of the veterinary extensionists in the DVS Malaysia. It is recommended that the management should emphasize these three competencies (communication, program planning and technical) to be included in the training program of the veterinary extensionists.

Key word: Job Performance, Competency, Extension Service, Veterinary Extension

ABSTRAK

Kajian ini dijalankan untuk mengetahui pengaruh kompetensi (teknikal, komunikasi dan pembangunan program) terhadap prestasi kerja di kalangan pegawai pengembangan veterinar di Jabatan Perkhidmatan Veterinar Malaysia. Seramai 188 orang responden telah terlibat dalam kajian ini. Soal selidik yang dijalankan mempunyai 47 item dengan menggunakan skala Likert lima mata. Setiap hipotesis diuji dengan *Statistics Package for Social Science* (SPSS) versi 16. Data dianalisis menggunakan analisis deskriptif dan analisis inferensi iaitu ujian-t, ANOVA sehalu, korelasi dan regresi. Hasil kajian menunjukkan bahawa terdapat perbezaan yang signifikan dalam prestasi kerja berdasarkan jantina, kumpulan umur, pengalaman kerja dan penempatan pekerjaan manakala tidak terdapat perbezaan signifikan berdasarkan gred jawatan dan tahap pendidikan. Kajian ini juga mendapati bahawa 71.0% varians di dalam prestasi kerja dapat diterangkan oleh kompetensi di mana kompetensi komunikasi adalah penentu yang terbaik diikuti oleh kompetensi perancangan program dan kompetensi teknikal. Sementara itu, kompetensi pelaksanaan program dan penilaian program tidak menunjukkan kesan yang signifikan ke atas prestasi kerja pegawai pengembangan veterinar di Jabatan Perkhidmatan Veterinar Malaysia. Adalah disyorkan bahawa pihak pengurusan perlu memastikan ketiga-tiga kompetensi tersebut (komunikasi, perancangan program dan teknikal) dimasukkan di dalam program latihan pegawai pengembangan veterinar.

Kata kunci: Prestasi Kerja, Kompetensi, Perkhidmatan Pengembangan, Pengembangan Veterinar

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LIST OF ABBREVIATIONS

Abbreviations		Meaning
AVO	=	Assistant Veterinary Officer
CC	=	Communication Competency
COR	=	Conservation of Resource
DVS	=	Department of Veterinary Services
GTP	=	Government Transformation Program
PCB	=	Public Complaint Bureau
PE	=	Program Evaluation Competency
PI	=	Program Implementation Competency
PP	=	Program Planning Competency
SD	=	Standard Deviation
TC	=	Technical Competency
VA	=	Veterinary Assistant

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Performance is not only a core concept in both work and organizational psychology, and possibly in the industrial-organization psychology, it is the most essential dependant variable (Schmidt & Hunter, 1992).

Sonnentag and Frese (2002) stated that for organizations to be able to achieve competitive advantage, they are in need of high performing individuals who are able to assist them not only to accomplish their goals, but to help them deliver the products they are specialized in. They commented further on the importance of performance to an individual as it shows the individual's ability to complete and execute tasks at a high level. Such accomplishment gives the individual satisfaction, a sense of mastery and pride. On the other hand, an individual's poor performance and failure to achieve goals may be deemed as unsatisfactory or seen as a personal failure.

Furthermore, organizations often acknowledge performance with monetary rewards and other remunerations. In the labour market, performance may not be the sole criterion for future career advancement and success, but it is undeniably the key as many who performed highly are promoted easily within the organization and have better career prospects compared to those who performed less (Van Scotter, Motowidlo & Cross, 2000).

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