



UNIVERSITI PUTRA MALAYSIA

**COMMUNICATION VARIABLES THAT INFLUENCE
JOB PERFORMANCE: A STUDY OF SUBJECT
MATTER SPECIALISTS IN INDONESIA**

ENISAR SANGUN

FBMK 1999 1

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**DOCTOR OF PHILOSOPHY
UNIVERSITI PUTRA MALAYSIA**

1999



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By

ENISAR SANGUN

**Thesis Submitted in Fulfilment of the Requirements for
the Degree of Doctor of Philosophy in the Faculty of
Modern Languages and Communication
Universiti Putra Malaysia**

December 1999



DEDICATION

This thesis is dedicated to my beloved:

Parents: Hj Raja Sangun
the late Raden Nurbaiti
and Hjh Siti Rohani

Parents-in-law: the late Soedjijo B.A.
and Sri Ruminarti B.A.

Wife: Dr. Sriani Sujprihati

Children: Diannisa Ikarumi
Vidya Nursolihati
Muhammad Arifyandi
and Ayuni Nuramalina

Brothers and Sisters

**FOR THEIR PATIENTS, MORAL SUPPORT,
CONSTANT ENCOURAGEMENT AND PRAYER TO ALLAH S.W.T.**



Abstract of thesis presented to the Senate of Universiti Putra Malaysia
in fulfilment of the requirements for the degree of
Doctor of Philosophy.

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Chairman: Assoc. Prof. Hj. Musa Abu Hassan Ph.D.

Faculty: Modern Languages and Communication

Job performance of staff is one of the important issues in any organisation. However, previous studies showed that job performance of Subject Matter Specialists (SMSs) at the Assessment Institute for Agricultural Technologies (AIATs) and Local AIATs was very low. Poor communication has been cited as the major cause of the problem. As such this study was conducted to determine the important communication variables that influence job performance of SMSs.

A sample of 123 respondents were obtained to represent 178 SMSs at AIATs/Local AIATs throughout Indonesia using stratified random sampling procedure. A structured questionnaire was used as a research instrument and the mail survey method was used to collect the relevant data. The statistical techniques used to analyse the data were descriptive



statistics, t-test, one-way ANOVA, Pearson's Product Moment Correlation and multiple regression.

The findings revealed that, in terms of credit points achieved, about one half of the respondents could be categorised as low performers. Credit points achieved had a significant positive relationship with four communication ability variables. Positive relationships were also found between cooperation dimension of job performance and three groups of independent communication variables, namely, communication abilities, motivational factors, and communication resources.

Two variables, the ability of SMSs to establish communication network and their ability to use communication technology, were found to be good predictors of credit points. The ability of SMSs to secure feedback from clients, the adequacy of support of technical staff, and the willingness of peers to help SMSs job were significant predictors of cooperation between SMSs and information sources.

To improve the SMSs' job performance, AIATs/Local AIATs should implement participatory approach on evaluating task achievement of SMSs, conduct seminars/workshops to allow SMSs to participate and improve their communication ability. Besides that, to improve cooperation between the SMSs and the sources of information, AIATs/Local AIATs should provide facilities such as transport and travel allowance for SMSs to secure accurate information from clients to improve local programmes. The support of qualified technical staff would greatly enhance the feedback process and this would in turn improve job performance of SMSs.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah.

**PEMBOLEHUBAH KOMUNIKASI YANG MEMPENGARUHI
PRESTASI KERJA: SATU KAJIAN DI KALANGAN
PEGAWAI PAKAR TEKNIKAL DI INDONESIA**

Oleh

ENISAR SANGUN

Disember 1999

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Isu prestasi kerja di kalangan staf adalah penting dalam setiap organisasi. Walau bagaimanapun kajian lepas mendapati bahawa prestasi kerja Pegawai Pakar Teknikal (PPT) di Institut Pengajian Teknologi Pertanian (IPTP) dan Lokal IPTP adalah sangat rendah. Komunikasi yang lemah adalah sebagai penyebab utama masalah tersebut. Oleh itu kajian ini telah dijalankan untuk mengenal pasti pembolehubah komunikasi yang mempengaruhi prestasi kerja PPT.

Seramai 123 orang responden telah dipilih untuk mewakili seramai 178 orang PPT yang bekerja di IPTP dan Lokal IPTP di seluruh Wilayah Indonesia dengan menggunakan prosedur pemilihan secara rawak berstrata. Soal selidik berstruktur telah digunakan sebagai instrumen kajian dan kaedah tinjauan melalui pos telah digunakan untuk pengumpulan data. Teknik statistik untuk menganalisis data yang

digunakan adalah statistik deskriptif, ujian t, ANOVA sehal, korelasi Pearson dan multi-regresi.

Kajian telah mendapati bahawa separuh daripada PPT dikelaskan sebagai berprestasi rendah mengikut angka kredit yang dicapai. Angka kredit yang dicapai mempunyai perkaitan positif yang signifikan dengan empat pembolehubah bebas mengenai keupayaan berkomunikasi. Perkaitan positif yang signifikan juga didapati di antara “dimensi kerjasama” dengan tiga kumpulan pembolehubah bebas kajian, iaitu: keupayaan berkomunikasi, faktor-faktor motivasi dan sumber komunikasi.

Dua pembolehubah, iaitu keupayaan PPT untuk memantapkan jaringan komunikasi dalam tugas dan keupayaan menggunakan peralatan teknologi komunikasi merupakan prediktor yang baik bagi meningkatkan angka kredit yang diperoleh PPT. Keupayaan PPT untuk mendapatkan maklumbalas daripada pelanggan, sokongan yang cukup oleh staf teknikal dan kesediaan rakan untuk membantu kerja yang dibuat oleh PPT adalah prediktor yang signifikan untuk menjalin kerjasama di antara PPT dan pihak-pihak sumber informasi.

Bagi meningkatkan prestasi kerja PPT, IPTP/Lokal IPTP perlu menerapkan pendekatan partisipatif untuk menilai pencapaian tugas PPT, melaksanakan seminar/bengkel kerja bagi membolehkan PPT berpartisipasi, dan meningkatkan keupayaan berkomunikasi. Selain itu, untuk meningkatkan kerjasama antara PPT dan sumber informasi, IPTP/Lokal IPTP perlu menyediakan kemudahan seperti kenderaan dan elaun perjalanan bagi membolehkan PPT menilai maklumat yang tepat

daripada pelanggan untuk meningkatkan program lokal. Sokongan daripada staf teknikal yang memiliki kepakaran akan mempertingkatkan lagi proses penerimaan dan penyampaian maklum balas bagi meningkatkan prestasi kerja PPT.

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I certify that an Examination Committee met on 24 December, 1999 to conduct the final examination of Enisar Sangun on his Doctor of Philosophy thesis entitled "Communication Variables that Influence Job Performance: A Study of Subject Matter Specialists in Indonesia" in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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This thesis was submitted to the Senate of Universiti Putra Malaysia and was accepted as fulfilment of the requirements for the degree of Doctor of Philosophy.

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Date: 11 MAY 2000

DECLARATION

I hereby that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.



(ENISAR SANGUN)

Date:

TABLE OF CONTENTS

	Page
DEDICATION.....	ii
ABSTRACT.....	iii
ABSTRAK.....	v
ACKNOWLEDGEMENTS.....	viii
APPROVAL SHEETS.....	xii
DECLARATION FORM.....	xiv
LIST OF TABLES.....	xix
LIST OF FIGURES.....	xxi
LIST OF ABBREVIATIONS.....	xxii
 CHAPTER	
I INTRODUCTION.....	1
Background of the Problem.....	5
Statement of the Problem.....	9
Objectives of the Study.....	12
Significance of the Study.....	12
Scope and Limitation of the Study.....	14
Definition of Terms.....	15
 II LITERATURE REVIEW.....	 17
Extension and Agricultural Extension.....	17
Agricultural Extension and Development.....	18
Models of Research-Extension-Farmers Linkages.....	19
Research Transfer Model.....	20
Adult Education Model.....	21
Interdependency Model.....	22
Summary of Three Models of R-E-F Linkages..	23
Efforts to Improve Links Between Research, Extension and Farmers.....	23
The Use of Institutional Mechanisms.....	23
Broadening Links with Other Agencies.....	25
Summary of Efforts to Improve Links Between R-E-F.....	26
Communication and the Roles of SMSs.....	27
Communication: Definition and Meaning.....	27
Communication Models	30



	Page
The Important of Communication to SMS's Roles.....	32
Summary of Meaning, Model and Roles of Communication.....	35
The Concept of Job Performance.....	36
The Dimensions of Job Performance	38
Determinants of Job Performance.....	40
Individuals and Organisational Performance ...	43
Performance Evaluation.....	44
Summary of the Concept of Job Performance...	46
Communication and Job Performance	47
Ability to Establish Communication Network ...	47
Ability to Communicate Effectively.....	50
Ability to Secure Feedback.....	52
Ability to Use Communication Technology.....	56
Communication Climate.....	58
Peer Networking.....	60
Communication Technology	62
Budget.....	63
Technical Staff.....	64
Summary of Chapter II	65
III RESEARCH METHODOLOGY.....	69
Conceptual Framework.....	69
Hypotheses of the Study.....	71
Population and Subject of the Study.....	72
Procedure for Sample Selection.....	74
Research Instrument.....	77
The Questionnaire Format.....	80
Operationalisation and Measurement of Research Variables.....	82
Dependent Variable.....	82
Independent Variables.....	84
Ability to Establish Communication Network ...	84
Ability to Communicate Effectively.....	85
Ability to Secure Feedback from Clients.....	86
Ability to Use Communication Technology.....	86
Communication Climate.....	87
Peers Networking.....	88
Communication Technology	89
Budget.....	90
Technical Staff.....	90

	Page
Reliability Test of the Scales.....	91
Procedure for Data Collection.....	94
Data Analysis.....	95
Significant Level.....	97
IV RESULTS AND DISCUSSIONS.....	99
Characteristic of Respondents.....	99
Sex, Marital Status and Age.....	99
Year of Formal Education, Education Attainment and Major Area of Specialisation....	101
Work Units, Work Experiences and Level of Officers.....	103
Numbers of Training Courses Attended and Number of Projects Conducted.....	105
Communication Ability.....	108
Motivational Factors.....	108
Communication Resources	110
Nature of Job Performance.....	113
Job Performance and Some Selected Variables	117
Relationship between Job Performance and Communication Ability, Motivational Factors and Communication Resources	119
Communication Ability and Job Performance...	120
Motivational Factors and Job Performance.....	124
Communication Resources and Job Performance.....	127
Predictor of Job Performance	131
Credit Point Achieved and Overall Predictor Variables	132
Cooperation and Overall Predictor Variables ...	136
V SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	141
Summary.....	141
Problem Statement.....	141
Objectives of the Study.....	144
Hypotheses of the Study.....	144
Methodology of the Study.....	145
Findings.....	147
Conclusions.....	151
Recommendation for Practice.....	153
Recommendation for Further Research.....	157



	Page
BIBLIOGRAPHY	159
APPENDICES	
A Questionnaire in English	171
B Questionnaire in Indonesian Language	193
C Additional Tables	215
D Correspondence	220
BIODATA OF AUTHOR	224



LIST OF TABLES

Table		Page
1	The Dimensions and Measurement of Job Performance for Various Types of Jobs.....	39
2	Population of SMSs at AIATs and Local AIATs Throughout Indonesia in 1997/1998.....	73
3	Pre-Test and Final Reliability Statistics of Research Variables Using Cronbach's Alpha Coefficient.....	93
4	Distribution of Respondents by Sex, Marital Status and Age.....	100
5	Distribution of Respondents by Years of Formal Education, Educational Attainment and Major Areas of Specialisation.....	102
6	Distribution of Respondents by Work Unit, Experience as Government Officials, Experience as SMS, and Grade of Officers.....	104
7	Distribution of Respondents by Training Courses Attended and Number of Projects Completed.....	106
8	Distribution of Respondents by Four Independent Variables of Communication Ability.....	107
9	Distribution of Respondents by Communication Climate and Peer Networking.....	109
10	Distribution of Respondents for Three Independent Variables of Communication Resources.....	111
11	Distribution of Respondents by Job Performance (Credit Point Achieved and Cooperation).....	114
12	Sources of Information Frequently Contacted by Respondents in 1996/1997.....	116

Table	Page
13 T-test for Job Performance (Credit Point Achieved) by Sex, Education and Work Units.....	118
14 Correlation Coefficients between Job Performance and Some Selected Communication Variables.....	121
15 Multiple Regression between Job Performance (Credit Point Achieved) and Some Selected Predictor Variables.....	133
16 Stepwise Multiple Regression between Job Performance (Credit Point Achieved) and Some Selected Predictor Variables.....	135
17 Multiple Regression between Job Performance (Cooperation) and Some Selected Predictor Variables.....	137
18 Stepwise Multiple Regression between Job Performance (Cooperation) and Some Selected Predictor Variables.....	139
19 One-way ANOVA between Level of Officer and Credit Point Achieved.....	216
20 One-way ANOVA between Level of Officer and Cooperation.....	217
21 T-test for Job Performance (Cooperation) by Sex, Education and Work Units.....	218
22 Intercorrelation Among Variables.....	219



LIST OF FIGURES

Figure		Page
1	Conceptual Framework of the Study.....	70
2	Sampling Procedure.....	77



LIST OF ABBREVIATIONS

AATE	- Agency for Agricultural Training and Education
AARD	- Agency for Agricultural Research and Development
AIC	- Agricultural Information Centre
AIAT	- Assessment Institute for Agricultural Technology
Local AIAT	- Local Assessment Institute for Agricultural Technology
BIMAS	- <i>Bimbingan Massal</i> Mass Guidance on Agricultural Production
BIPP	- <i>Balai Informasi dan Penyuluhan Pertanian</i> District Agricultural Information and Extension Centre
BPP	- <i>Balai Penyuluhan Pertanian</i> Rural Extension Centre
CASER	- Centre for Agro Socio-Economic Research
FEW	- Field Extension Worker
KANWIL	- <i>Kantor Wilayah</i> Regional Office of Agriculture (Representative of the Ministry)
MOA	- Ministry of Agriculture
SMS	- Subject Matter Specialist



CHAPTER I

INTRODUCTION

Agricultural development plays a very important role in the success of development in Indonesia, and it has contributed to the economic growth, supplying materials for food and industries and providing job opportunities. Such development is conducted through five-year Development Plan. The First 25 Year Long Term Development (1969-1994) was completed, and at present Indonesia is in the last of sixth Five Year Development Plan period (1994-1999). Sjarifudin (1994) mentioned that for the present development plan, agricultural development is more agribusiness-oriented in order to achieve an advanced agribusiness community.

The success of agricultural development achieved by Indonesia is a result of coordinated and hard work among parties involved in agricultural development. Among the parties concerned are research agencies, extension agencies, agricultural regulatory agencies (at national, regional and local levels), service institutions (for credit, farm input, etc), the government support services, local governments and the farmers themselves. One of the important activity conducted which has significant contribution to agricultural development is agricultural extension. Farmers and the agencies are known to have a specific and important role in