

**THE EFFECT OF ORGANIZATIONAL CULTURE
AND LEADERSHIP TOWARDS COMPETENCY
OF LOCAL GOVERNMENT EMPLOYEES**

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The purpose of this study is to identify the effects of organizational culture and leadership style on local authorities' employees' competency. The main focus of this research is looking into the competency problem as shown in conceptual framework. The research area is confined to East Coast Region which cover on nine local authorities, are selected as the sample population. Besides that, this study is also look into three main objectives: firstly is to analyze the various demographic profiles to local authorities' employees' competency and

organizational culture. Second objective is to study the relationship between organizational culture and employees' competency. Third objective is to analyze whether any of the leadership style can moderate the relationship between organizational culture and employees' competency. Demographic employees' profile is used to measure the significant relationship of organizational culture and employees' competency. The style of leadership which can significantly influence the relationship between organizational culture and employees' competency is tested using moderated multiple regression. The results shown that only directing leadership style can moderate the relationship where minor increase in employees' competency. This indicates that there are other factors that can influence and enhance the competency level. Another finding also shows that there were significant relationship between competency and organizational culture. However, the strength was weak which indicated that there are rooms for further improvement in organizational culture. Based on correlations analysis revealed that organizational culture and all its dimensions have significant positive relationship with employees' competency. On top of that hypothesis showed there were significant mean differences in gender, state and age in relation to competency. In addition to that a recommendation is made based on research finding which is related to organizational culture as suggested from a group of INTAN strategic planning and management study for Marang District Council. On top of that a suggestion is put forward for future research as to enhance the competency through other independent variable.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk Ijazah Doktor Falasafah

KESAN DARI KEPIMPINAN DAN BUDAYA ORGANISASI KEARAH
KECEKAPAN KAKITANGAN KERAJAAN TEMPATAN

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Kajian yang dilakukan ini bertujuan untuk mengenal pasti kesan daripada budaya organisasi dan gaya kepimpinan keatas kecekapan pekerja pihak berkuasa Tempatan. Dengan itu kajian ini melihat kepada masalah kecekapan yang merupakan fokus utama sebagaimana yang ditunjukkan dalam cadangan kerangka kajian. Kawasan kajian ini hanya terhad kepada sembilan buah pihak berkuasa tempatan yang mana hanya tiga daripada setiap buah negeri dipilih sebagai sampel populasi dari kawasan Pantai Timur. Kajian ini ditumpukan kepada tiga objektif utama, pertamanya menganalisa kepelbagaian profail demografi keatas kecekapan pekerja dan budaya organisasi Pihak Berkuasa Tempatan. Objektif kedua ialah

untuk mengkaji perhubungan antara budaya organisasi dan kecekapan pekerja. Objektif ketiga ialah menganalisa samada mana-mana corak atau gaya kepimpinan dapat kesederhanaan (moderate) perhubungan antara budaya organisasi dan kecekapan pekerja. Profil demografi pekerja digunakan untuk mengukur hubungan yang signifikan antara kecekapan pekerja dengan budaya organisasi. Dengan menggunakan "moderated multiple regression" dapat dilihat samaada gaya kepimpinan dapat mempengaruhi hubungan budaya organisasi dan kecekapan pekerja. Dapatan daripada kajian ini mendapati hanya kepimpinan mengarah sahaja yang ada signifikan pada tahap peningkatan yang sedikit dalam kecekapan pekerja. Ini menunjukkan terdapat faktor lain yang boleh mempengaruhi kecekapan pekerja. Dapatan lain juga menunjukkan hubungan yang signifikan antara budaya organisasi dengan kecekapan. Walaubagaimanapun didapati hubungan signifikan yang lemah ini menunjukkan ada faktor lain dan ruang untuk membaikinya masih ada. Berasaskan kepada analisa korelasi, terdapat hubungan signifikan yang positif diantara budaya organisasi serta dimensinya dengan kecekapan pekerja. Selain dari itu hipotesis telah menunjukkan terdapat hubungan perbezaan signifikan mean dari segi gender, negeri dan umur dengan kecekapan. Selain dari itu cadangan dari kajian terhadap Majlis Daerah Marang oleh pakar strategi dari INTAN digunakan yang ada kaitan dengan budaya organisasi dalam usaha menambahkan kecekapan pekerja. Cadangan untuk kajian hadapan juga disyorkan demi untuk mempertingkatkan kecekapan pekerja dengan adanya tambahan kepada angkuabah bebas.