

UNIVERSITI TEKNOLOGI MARA

**THE INFLUENCE OF ORGANIZATIONAL CULTURE
TOWARDS THE LEVEL OF EMPLOYEES' COMPETENCY:
A CASE STUDY OF MAJLIS BANDARAYA KUALA
TERENGGANU (MBKT)**

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ABSTRACT

Majlis Bandaraya Kuala Terengganu (MBKT) is the 12th municipal council being inaugural the city council status on January 1st, 2008. MBKT's main function is to provide efficient and effective urban services, to implement all development projects at the local community level and to ensure a conducive and safe environment for its residents, workers and visitors. The powers and functions of MBKT is governed by three main Acts namely, Town and Country Planning Act 1976, Local Government Act 1976 and Street, Drainage and Building Act 1974 besides many other by-laws that act as an enforcement authority.

The aim of the research is to determine the influence of organizational culture on employees' competency. Theoretical framework is developed with three variables – organizational culture (independent variable) with three underlying components, namely involvement, consistency and adaptability; demographic (independent variable) with seven underlying components namely, gender, marital status, age, latest qualification, years in service, service group and salary and competency (dependent variable) with three underlying components namely, communication, planning and teamwork. Researchers have used survey method whereby through convenient sampling technique, 48 employees of the MBKT have been selected as sample

The study achieves all the objectives set. First, the study identifies seven underlying components of demographic that can affect the staff's competency. The result shows that only three components - education, service group and salary have affect on the competency. Second, the study also identifies three underlying components of organizational culture and the results show that organizational culture does affect the competency.

The study has revealed that there are problem areas being identified in organizational culture and competency. In organizational culture, management should focus on the areas of coordination, creating change and customer focus and while in competency in the areas of communication and time management. Discussion on the findings has been elaborated where the findings confirmed with the predicaments facing MBKT.

Based on the findings and discussion of the study, six recommendations are put forward for MBKT's further considerations. Hopefully by implementing the recommendations, MBKT can provide an efficient and effective delivery service, public complaints can be minimized and views from the public can be implemented. Furthermore, having a sufficient and capable workforce, MBKT can perhaps form a taskforce in collecting the debt outstanding amounting to RM 28.8 million as at FYE 12/2007, so that MBKT's financials can be improved and be less financially dependent from State Government.

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