

UNIVERSITI TEKNOLOGI MARA

**LEADERSHIP STYLES OF MIDDLE MANAGERS
IN SECONDARY SCHOOLS**

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Dissertation submitted in partial fulfillment of the requirements for the degree of
Master of Education (Educational Management and Leadership)

Faculty of Education

January 2013

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. The thesis has not been submitted to any academic institution or non-academic institution for any other degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of study and research.


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Acknowledgement

All praise to the Almighty Allah s.w.t and grateful for His blessing and guidance that I managed to complete this project paper in due time.

First, I would like to express my deepest gratitude and appreciation to my supervisor, Professor Dr. Gurnam Kaur Sidhu for her supervision, encouragement guidance and cooperation given in order to accomplish this study. Her willingness to share her knowledge and sacrifice her time to enlighten me on producing a quality study is highly appreciated.

My deepest gratitude also goes to all my loved ones. A very special dedication goes to my dearest husband, Zuhairin Maknon, my beloved sons, Muhammad Adam Hariz and Muhammad Aqeef Haziq, who are the sources of my inspiration for without their love, understanding, support and patience, I would not have succeeded to complete this project paper. My highest respect and gratitude to my beloved father and mother, Basran Tawan and Aminah Yasib for their continuous love, comfort and support that both of them showered on me at both the high and low points of this journey.

Last but not least, thank you to all the individuals who directly or indirectly helped me in completing this study. I have learnt a lot and this would definitely be the most memorable academic flight that I have ever had.

Thank you.

Abstract

Investigation into leadership styles is a widely debated and researched issue in the educational context. Nevertheless there is scant empirical research on leadership styles of middle managers in secondary school. Therefore, this study was conducted with the aim to identify the leadership styles of school middle managers in secondary school in the district of Sabak Bernam. The descriptive study comprised 125 teachers (here after refers as middle managers) from five secondary schools in Sabak Bernam district were randomly selected. The study employed a mixed method research design where data were collected via questionnaire survey and in- depth semi- structured interviews. The questionnaire used was the Multifactor Leadership Questionnaire (MLQ), adapted from Bass & Avolio (1992). A total of ten respondents were randomly selected from five secondary schools in the interview session. The quantitative data were analysed using Statistical Package for Social Sciences (SPSS) 17.00 version while the qualitative data were analysed deductively and inductively based on the research questions posed in this study. In order to see the types of leadership styles by middle managers in secondary schools, a frequency, percent, mean, standard deviation and T- test were used to test the data. The main findings of the study show that Transactional leadership style was the most preferred leadership style among school middle managers. Then it is followed by Transformational leadership style and Laissez- faire leadership style. Findings also indicated that there were no significant differences in leadership styles between male and female school middle managers in secondary schools. The analysis also revealed that there was no significant difference in leadership styles between novice and experienced school middle managers. Nevertheless, the findings revealed that there was a significant difference in the mean score for Laissez- faire leadership style between novice and experienced school middle managers. The findings imply that educational leaders especially middle managers need to be aware on their leadership styles as it is help to leader to build a good relation with the followers and retain a productive workforce. The overview of the evidence and findings of the study are used for some suggestions and recommendations for the future research.

Keywords: Leadership styles, middle manager, transformational leadership, transactional leadership, laissez- faire leadership

Abstrak

Penyiasatan mengenai gaya kepimpinan adalah isu meluas yang dibahaskan dan dikaji dalam konteks pendidikan. Walau bagaimanapun terdapat sedikit penyelidikan empirikal mengenai gaya kepimpinan pengurus pertengahan di sekolah menengah. Oleh itu, kajian ini dijalankan dengan tujuan untuk mengenal pasti gaya kepimpinan pengurus pertengahan di sekolah menengah di daerah Sabak Bernam. Kajian deskriptif terdiri daripada 125 orang guru (di sini selepas ini merujuk sebagai pengurus pertengahan) dari lima buah sekolah menengah di daerah Sabak Bernam telah dipilih secara rawak. Kajian ini menggunakan kaedah penyelidikan reka bentuk campuran di mana data telah dikumpul melalui borang soal selidik dan temu bual separa berstruktur mendalam. Satu set soal selidik telah digunakan adalah pelbagai faktor Soal Selidik Kepimpinan (MLQ) diadaptasi dari Bass & Avolio (1992). Sepuluh responden daripada lima sekolah menengah terpilih terlibat dalam sesi temuduga untuk menjawab soalan-soalan mengenai peranan pengurus pertengahan sekolah dan gaya kepimpinan. Data kuantitatif dianalisis menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS) versi 17.0 manakala data kualitatif dianalisis secara deduktif dan induktif berdasarkan kepada persoalan-persoalan kajian yang didedahkan dalam kajian ini. Untuk melihat jenis gaya kepimpinan oleh pengurus pertengahan di sekolah menengah, kekerapan, peratus, min, sisihan piawai dan ujian T-telah digunakan untuk menguji data. Penemuan utama kajian menunjukkan bahawa gaya kepimpinan transaksi adalah gaya kepimpinan yang paling digemari di kalangan pengurus pertengahan sekolah. Kemudian ia diikuti oleh gaya kepimpinan transformasi dan gaya kepimpinan Laissez-faire. Dapatan kajian juga mendedahkan bahawa tidak terdapat perbezaan yang signifikan dalam gaya kepimpinan antara lelaki dan perempuan pengurus pertengahan sekolah di sekolah menengah. Analisis juga digambarkan bahawa tidak terdapat perbezaan yang signifikan dalam gaya kepimpinan antara orang baru dan berpengalaman pengurus pertengahan sekolah. Walau bagaimanapun, dapatan kajian menunjukkan bahawa terdapat perbezaan yang signifikan dalam skor min bagi Laissez-faire gaya kepimpinan antara orang baru dan berpengalaman pengurus pertengahan sekolah. Penemuan membayangkan bahawa pemimpin-pemimpin pendidikan terutamanya pemimpin pertengahan perlu sedar pada gaya kepimpinan mereka kerana ia membantu pemimpin untuk membina hubungan baik dengan pengikut dan mengekalkan tenaga kerja yang produktif. Gambaran bukti dan penemuan kajian digunakan untuk beberapa cadangan dan cadangan untuk kajian masa depan.

Kata kunci: Gaya kepimpinan, pengurus pertengahan, kepimpinan transformasi, kepimpinan transaksi, kepimpinan laissez-faire